

County of Orange

2006 Strategic Financial Plan

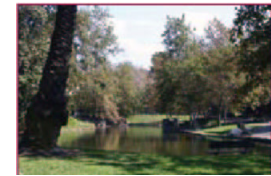


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2006 Strategic Financial Plan

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Executive Summary

Executive Summary

Introduction

The 2006 Strategic Financial Plan (SFP) is the ninth produced since 1997. The information contained in this report will be used in preparation for the County's FY 07-08 annual budget. This SFP provides an overview of the County's anticipated revenues and financial expenditures, as well as, potential issues that may impact the County's limited resources over the next five years.

The primary focus of the SFP is on the portion of the General Fund, often referred to as the discretionary General Fund or Net County Cost (NCC), the funding source for those activities over which the Board has discretion. The non-discretionary portion of the budget contains activities such as benefit payments to clients, which the County provides using State and Federal revenues. The adopted FY 06-07 NCC budget is \$677 million, which includes a 3% growth rate in the NCC limits.

Process

Preparation of the SFP involved compiling of various summaries and schedules including the Economic Forecast, General Purpose Revenue Forecast, Fund Balance Available (FBA), Departmental Reserves, NCC Limits, and Strategic Priorities. Departments provided input via their five-year SFP projections, Augmentations and Strategic Priorities. Also included is the General Fund Reserves Policy, which covers existing reserves available to the General Fund. This policy is intended to provide flexibility in the maintenance and use of the reserves.

This year, the Institute of Environmental & Economic Studies at California State University, Fullerton (Fullerton) provided the County with both the Economic and General Purpose Revenue Forecasts. Information from various indicators such as payroll employment, building permit valuation and taxable sales suggest that for the upcoming year the County will experience growth but at a declining rate.

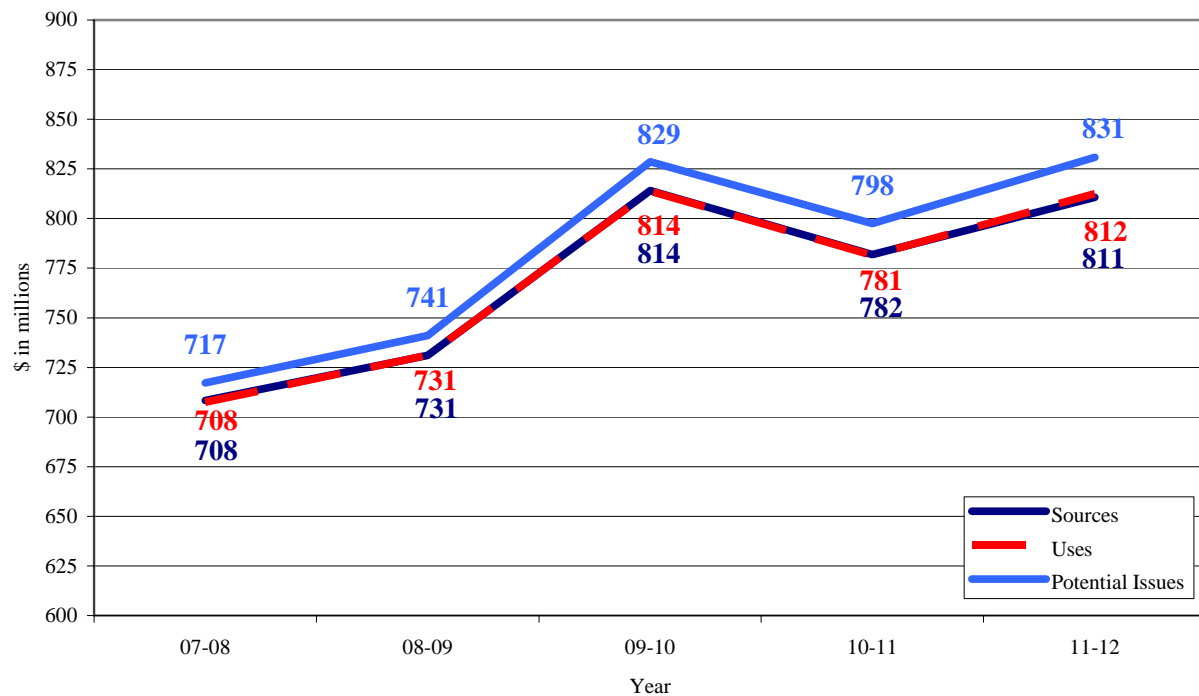
Departmental NCC limits are set for ongoing baseline operations. NCC limits were calculated using the adopted FY 06-07 limits as the starting point and subsequently amended for technical adjustments, removal of one-time items, and approved funding of augmentations. Subsequently, the FY 07-08 NCC limits are set at \$647 million, which includes a 3% growth factor.

Outlook

The five-year SFP projections indicate that, even with general purpose revenues increasing an average of 4% annually, sustained operations will require that the County continue to conserve financial resources. Revenue sources are projected at approximately \$708 million in FY 07-08, increasing to \$811 million in FY 11-12. Known uses are projected to range from \$708 million in FY 07-08 to \$812 million in FY 11-12. However, when potential issues are taken into account

(e.g., Public Defender caseload growth, potential slower growth in property tax revenues, Federal Deficit Reduction Act impact on departmental revenues), costs could surpass estimated revenues, impacting the County's ability to maintain current level of service. The additional costs of potential issues increase annual obligations by \$9 million in FY 07-08 and increasing to \$20 million in the latter years of the SFP.

Strategic Financial Plan Summary



Note: Graph begins at \$600 million to show variation between Sources, Uses, and Potential Issues

The sources line includes forecasted revenue sources, one-time revenues, and estimates of annual carryover or FBA. It should be noted that the County's FBA estimate of \$100 million in FY 07-08 is expected to decline annually by \$5 million to \$90 million in FY 09-10 since it is considered one-time funding each year. (Fullerton predicts a higher FBA, \$153 million in FY 07-08, that fluctuates plus or minus one to two percent annually as total general purpose revenue increases over the forecast period. This more optimistic FBA has not been used in the recommended plan amounts.) Uses represent the known impacts or projects the County will need to fund, such as current level of operations and a few essential augmentations. Potential Issues represents issues the County may need to address such as those previously mentioned.

The 2006 Strategic Financial Plan was approved by the Board of Supervisors on Tuesday, December 12, 2006.

Economic Forecast Summary

ECONOMIC FORECAST

This section provides a summary of the projected outlook of the Orange County economy. The summary is based on the U.S. Macroeconomic and Orange County Overview Forecast and Report prepared by the Institute of Environmental & Economic Studies at California State University, Fullerton (Fullerton). The Fullerton economic report serves as a basis for developing the Orange County General Purpose Revenue Forecast.

Orange County Economy

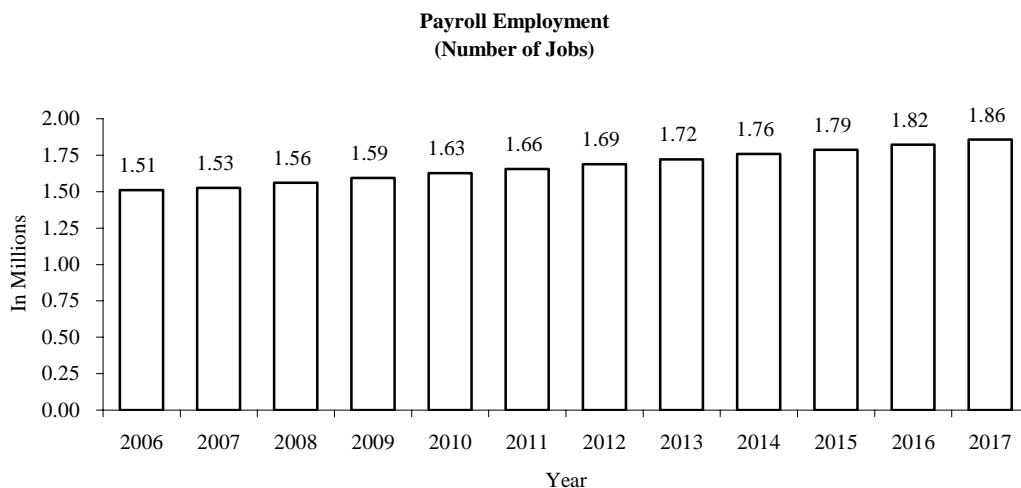
Orange County enjoys a strong economic foundation with its diverse economy, as well as other unique characteristics, making it strong, dynamic and resilient from severe fluctuations. The County, however, is not exempt from trends impacting the national economy and Southern California region. The County will experience a slowdown in 2006 and 2007, similar to the national economy, but will rebound in 2008 with long-term sustainable growth.

The slowdown can be attributed mostly to the housing market, with a combination of slower housing sales and rising mortgage rates. The Federal Reserve Bank's 17 consecutive increases to the federal funds rate beginning in June 2004 resulted in the loss of jobs in the construction, financial services and high-tech sectors. However, the County's climate, infrastructure and workforce will allow it to rebound from this slowdown and serve as the base for long-term growth.

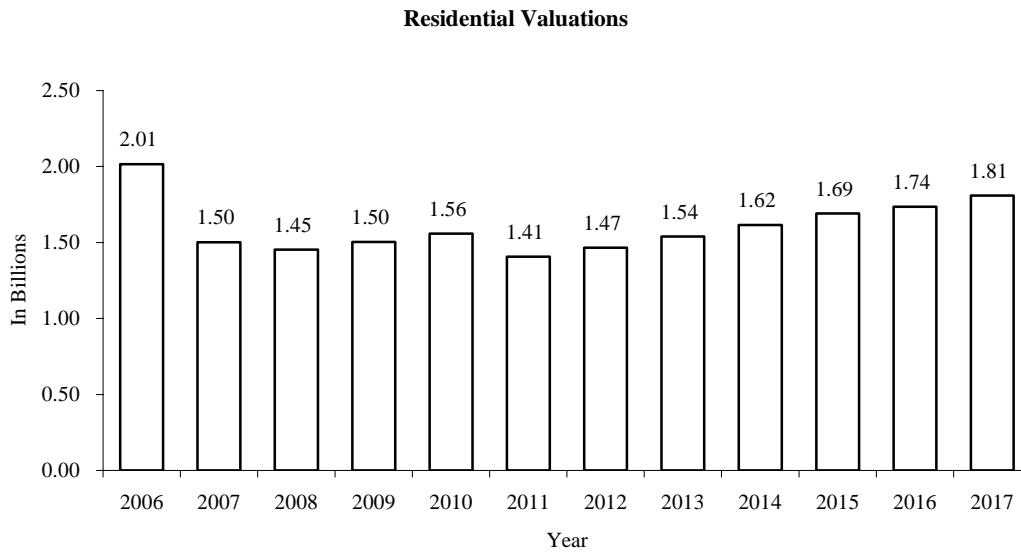
The following section provides an overview of the projected trends in the local economy as reflected by three local economic indicators (payroll employment, residential valuation, and taxable sales). These local economic indicators show the local economy will continue to grow at a modest level over the long-term.

Payroll Employment. The Fullerton forecast calls for a slowdown in the job growth rate over the forecasted period as the County population growth decreases and as a slowdown in the housing market occurs. Job growth will continue to increase at levels between 1.1% to 2.2% per year. Payroll employment (number of jobs) is estimated at 1.53 million in 2007 and increases to 1.86 million by 2017 (Figure 1). Most of the growth will occur in the high-tech, tourism, education, and leisure industries sectors of the economy.

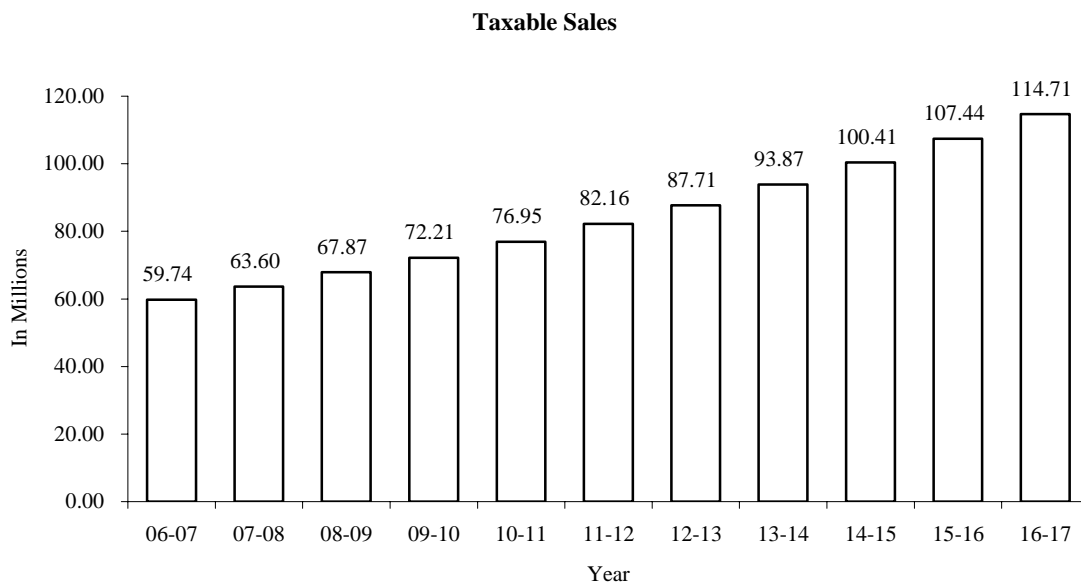
Figure 1



Residential Valuations. Residential valuations are expected to decline the next few years before showing positive gains. The maximum annual decline in valuation is expected to be 25% in 2007 as a mortgage rates increase and economic growth slows (Figure 2). Residential valuation will fluctuate until 2011, when it is expected to steadily increase annually through the end of the forecast period. It should be noted that future construction of single family homes will be limited as the amount of available land diminishes and the County transitions toward high density, high-rise buildings. Five cities in the County have current or future projects underway to build high-rise dwellings.

Figure 2

Taxable Sales. Even with the slowdown in the economy, taxable sales are anticipated to grow an average of 6.8% annually over the forecast period as incomes rise and the population grows. Taxable sales will increase from \$63.6 billion in 2007 to \$87.7 billion in 2012, representing an annual average sales growth rate of 6.6% (Figure 3).

Figure 3

General Purpose Revenue Forecast Summary

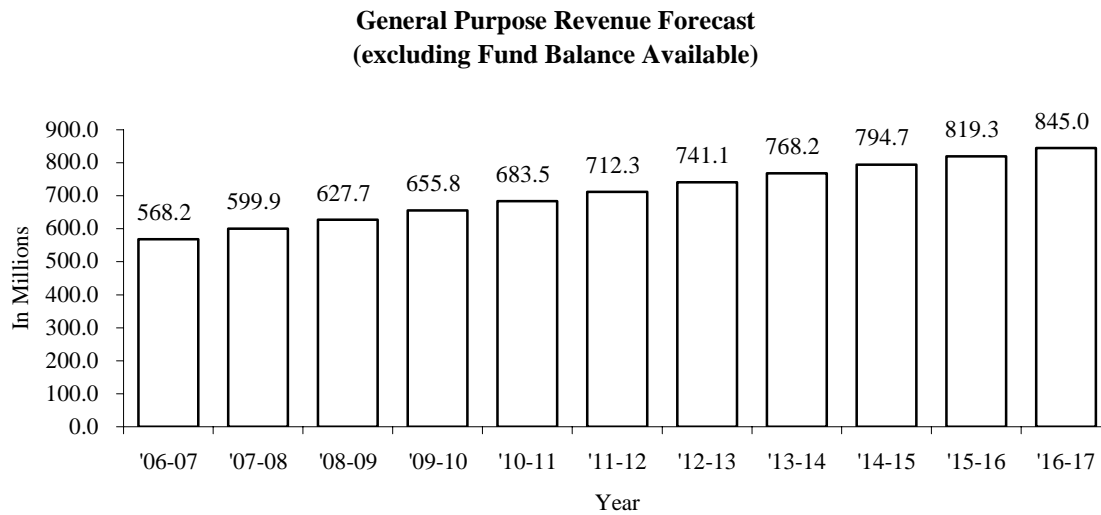
GENERAL PURPOSE REVENUE FORECAST

The General Purpose Revenue forecast is an important component of the Strategic Financial Plan (SFP) process because it provides forecasting on the portion of the budget that the Board of Supervisors has discretion over. This year, Drs. Adrian Flessig, Anil Puri and Mira Farka of the Institute of Environmental & Economic Studies at California State University, Fullerton (Fullerton) provided the County of Orange with an economic forecast and ten-year General Purpose Revenue forecast, updated August 2006. The General Purpose Revenue forecast includes projections on property tax, motor vehicle license fees, interest, sales and other taxes, property tax administration, franchises and rents, and miscellaneous revenues. The forecast is incorporated into the 2006 Strategic Financial Plan and runs through Fiscal Year (FY) 2016-17.

The County Executive Office (CEO) and Auditor-Controller staff forecast the balance of the General Purpose Revenues, comprised of operating transfers and one-time revenues. Operating transfers are revenues received from a fund outside the General Fund.

General Purpose Revenue Forecast

For FY 07-08, Fullerton estimates General Purpose Revenue, excluding operating transfers, one-time revenue and Fund Balance Available (FBA – defined as funding carried over from the previous year), at \$599.9 million. Over the next five years, on-going revenue is forecast to grow, on average, about 4.6%, reaching \$712.3 million in FY 11-12 (Figure 1).

Figure 1

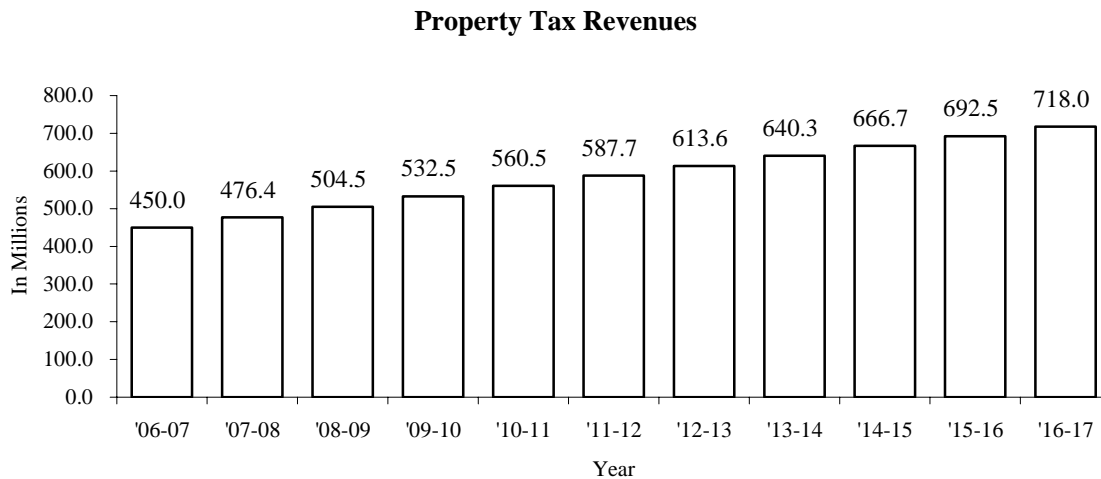
Major Sources of General Purpose Revenue

General Purpose Revenue includes the following sources (listed from greatest to least):

1. Property Taxes
2. Motor Vehicle License Fees
3. Miscellaneous Revenue
4. Interest Earnings
5. Sales and Other Taxes
6. Property Tax Administration Fees
7. Franchises and Rents Revenue

Fullerton estimates that more than ninety-five percent of General Purpose Revenues come from four sources: Property Taxes, Motor Vehicle License Fees, Miscellaneous Revenues and Interest.

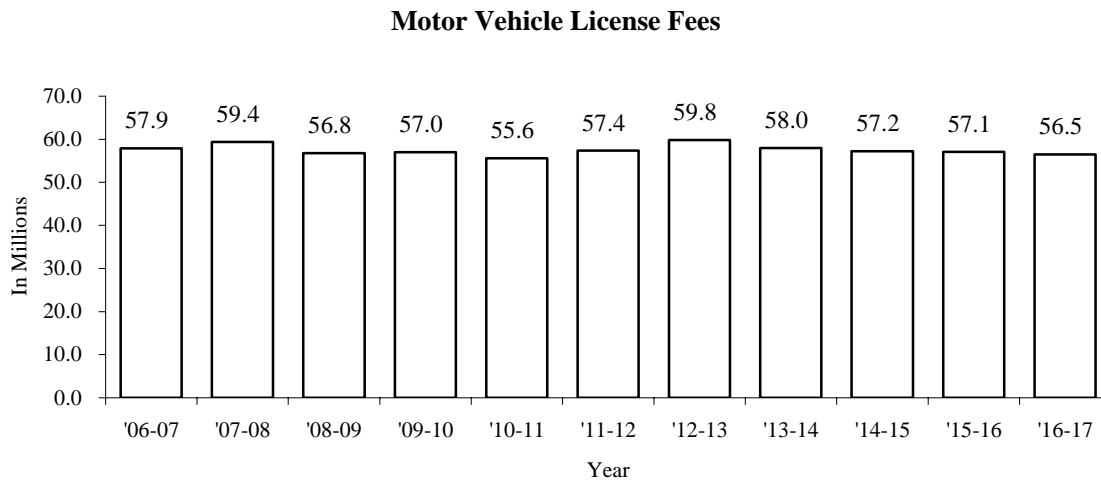
Figure 2 illustrates the projected growth of property tax revenues over the forecasted period.

Figure 2

Property Taxes are the largest and most important source of General Purpose Revenues. For FY 07-08, property taxes will account for almost 80% of all General Purpose Revenues. While current property values determine the amount of property tax revenues collected by the County, other factors determined the allocated amount of property tax revenue the County receives. For example:

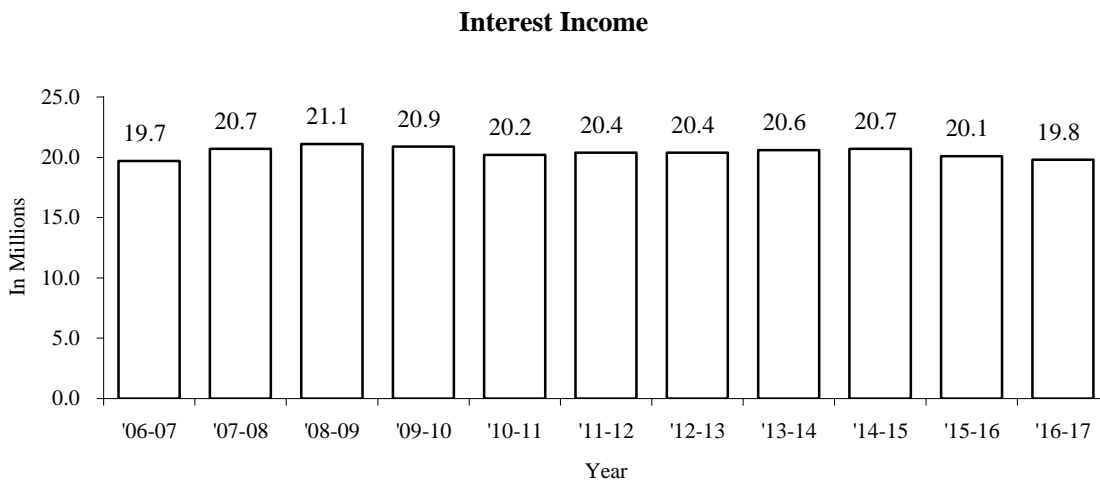
1. The Vehicle License Fee (VLF) backfill was eliminated and replaced with a dollar-for-dollar exchange in property tax revenue, approximately \$169 million.
2. County sales tax revenue was reduced by 25% to pay for the state's recovery bonds. In exchange, the County will receive a dollar-for-dollar in property tax revenues, about \$1.6 million. The local sales tax rate will be restored when the bonds are repaid.
3. To balance the State budget in FY 04-05, local governments shifted \$1.3 billion in property taxes for two years. Orange County's share over the two-year period was \$55.4 million.

It is important to remember that any swings, positive or negative, in property values will impact property tax revenues, consequently affecting the County's discretionary revenues.

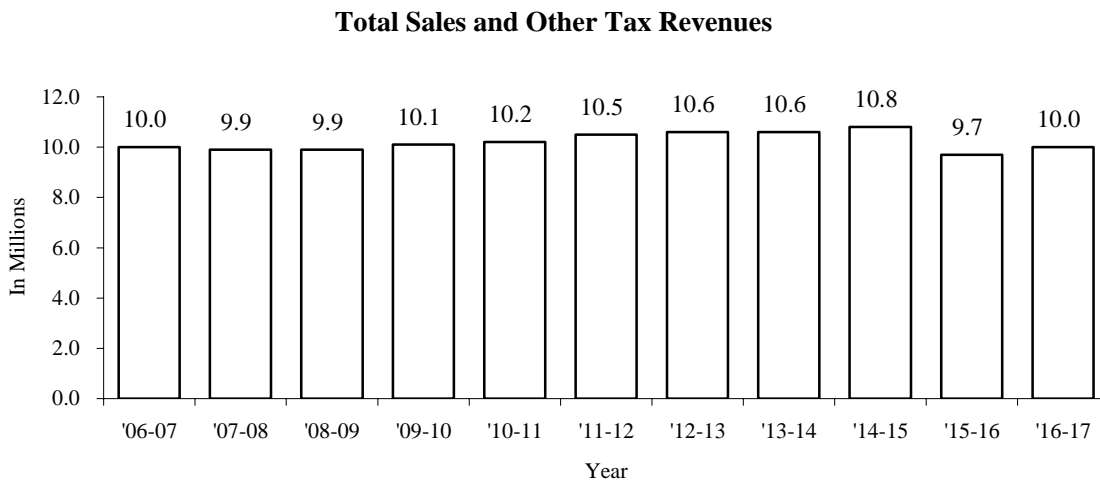
Figure 3

Motor Vehicle License Fee (VLF) revenue is the second most important source of General Purpose Revenue, comprising almost 10% of the total for FY 07-08 (Figure 3). Orange County is the only California county to receive VLF revenue. As a result of the Property Tax-VLF funding swap described in the Property Tax section, the VLF allocation to counties was eliminated. However, because a portion of VLF revenue was intercepted at that time for bankruptcy debt service to bond trustees, Orange County continues to receive VLF revenue to make the debt service payment. Over the forecast period, VLF revenue is projected to fluctuate between +/- 4% annually.

In 2005, the County refinanced the 1995 Recovery Bonds (now called 2005 Recovery Bonds) and 1996 Recovery COPS (now called 2005 Lease Revenue Bonds) and is now responsible for paying debt service directly to the bond trustees. Subsequently, the VLF “intercept” required on the 1995 Recovery Bonds by the State was removed as part of the bond refinancing and Orange County directly receives the VLF allocation to make payments directly to the bond trustee.

Figure 4

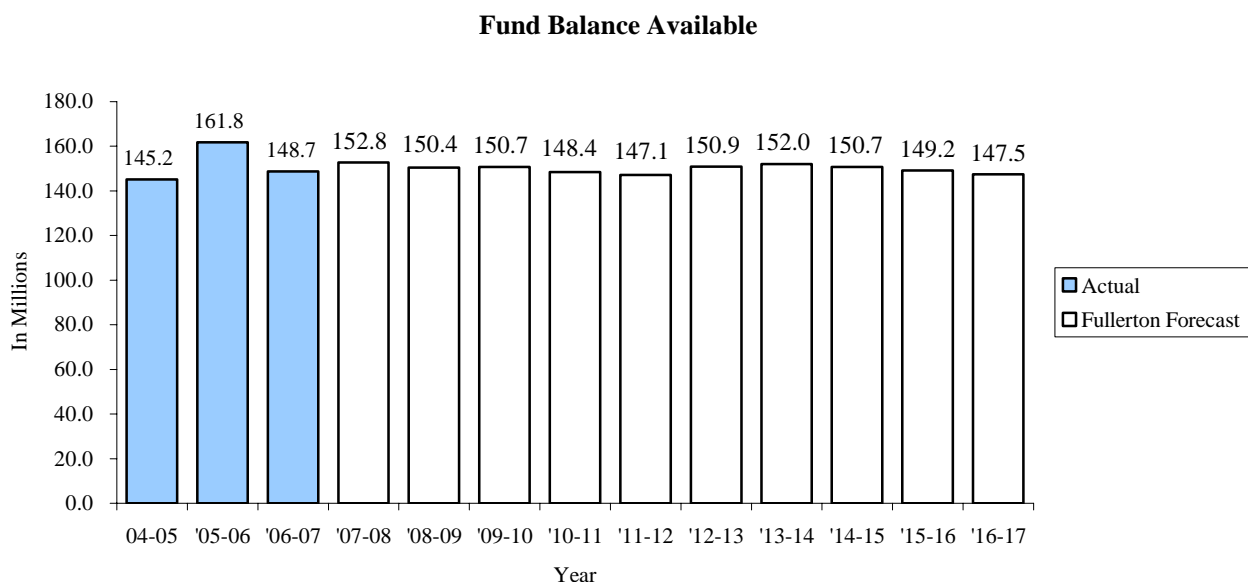
Interest is earned on certain County funds invested by the Treasurer-Tax Collector in strict accordance with the Investment Policy Statement. The average maturity of the County's investments is 90 days and interest rates based on 90-Day United States Treasury Bills. Interest for FY 07-08 is projected to be \$20.7 million and will remain relatively flat with an annual average growth rate of 0.08% over the ten-year period (Figure 4).

Figure 5

Sales Tax revenue is comprised of sales and other taxes from the unincorporated County areas, as well as, aircraft tax revenues and transient occupancy tax revenues. Sales tax is levied on purchases and certain leases that occur in the unincorporated areas of the County. Use tax is also collected on items purchased for business use and on taxable property purchased without paying California tax if the use of the property is not for resale. Exemptions to the sales tax generally include food for home consumption, prescription drugs and electricity.

The County sales tax revenue (Figure 5) does not incorporate the half-cent tax levied for Public Safety. The Public Safety Sales Tax is distributed separately and is restricted for public safety uses. Sales Tax revenues comprise 1.65% of total General Purpose Revenues for FY 07-08 or \$9.9 million and will increase as much as 3% per year over the ten year period.

Figure 6



The final component accounted for in the revenue forecast is **Fund Balance Available** (FBA), a funding source that is carried over from the end of the previous fiscal year. It represents revenues available from all funding sources to finance the budget after deducting all reserves and designations.

If all revenues and expenditures occurred as planned in the annual budget, the FBA would be zero. However, in reality there are under- and over-estimations of revenues and expenditures that result in a balance that can be carried forward to the next fiscal year.

Often, a portion of the carryover occurs because planned projects (e.g., construction projects) matched with funding in a given fiscal year are delayed into the following fiscal year. These delayed projects are re-budgeted with FBA. Where FBA is not tied to specific projects, it is available as one-time money to fund new items or to augment reserves. The Board of Supervisors approved the allocation of \$148.7 million in FY 06-07 FBA on November 14, 2006 in the First Quarter Budget Report. Fullerton estimates that FBA will be between \$147 to \$153 million over the forecast period.

Strategic Financial Plan Summary

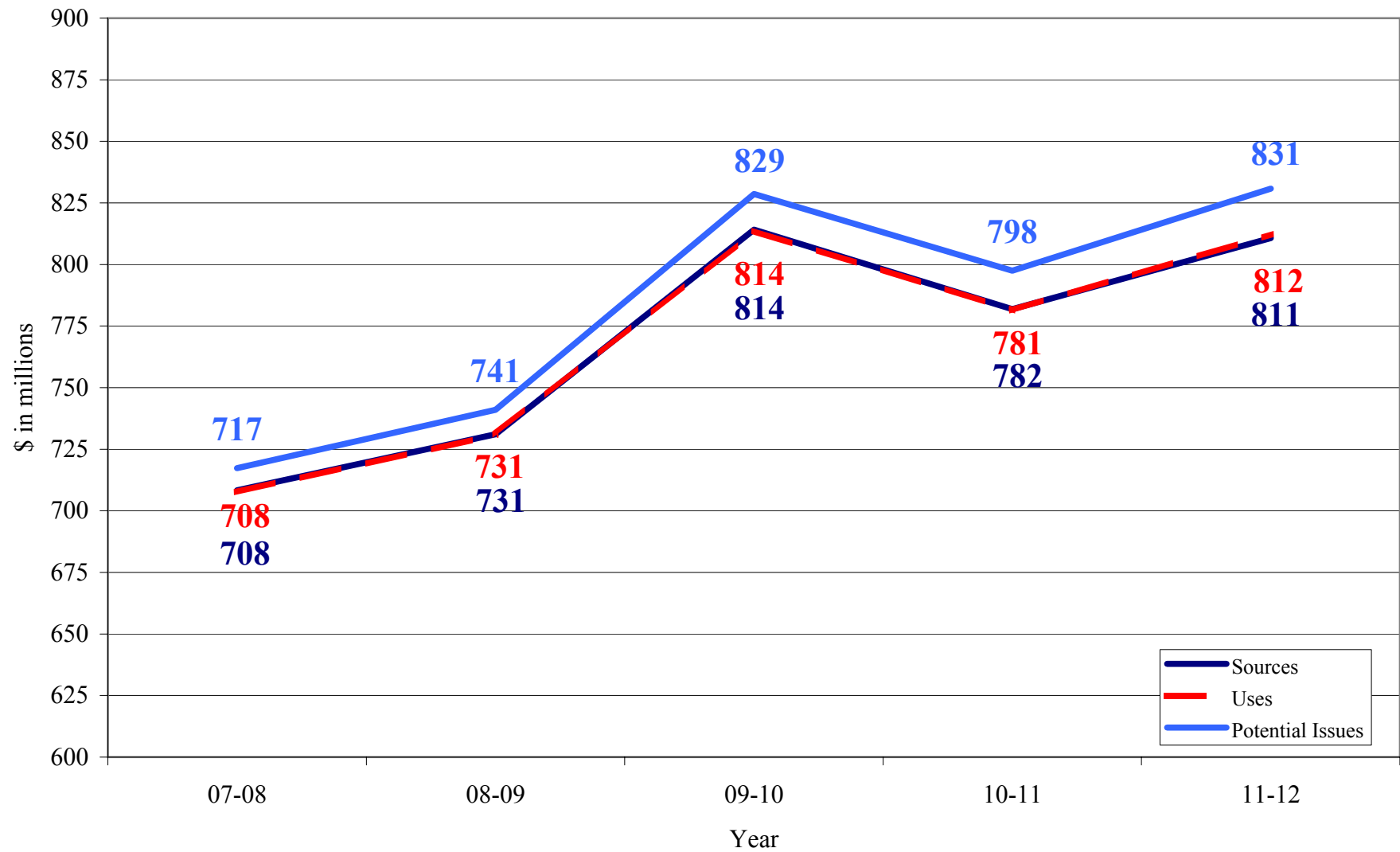
Sources and Uses

		Actuals	Adopted	1st Qtr	Fullerton						
		FY 05-06	FY 06-07	FY 06-07	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	Sources (\$ Millions)				FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	
1	Fund Balance Available (FBA)	161.8	118.5	148.7	148.7	100.0	95.0	90.0	90.0	90.0	1
2	General Purpose Revenues										2
3	Property Taxes	426.6	449.3	449.3	450.0	476.4	504.5	532.5	560.5	587.7	3
4	Sales and Other Taxes	9.6	9.3	9.3	10.0	9.9	9.9	10.1	10.2	10.5	4
5	Motor Vehicle License Fees	78.7	59.5	59.5	57.9	59.4	56.8	57.0	55.6	57.4	5
6	Property Tax Administration	6.9	8.8	8.8	7.5	8.2	8.9	9.7	10.5	11.4	6
7	Franchises and Rents	2.1	2.1	2.1	2.1	2.0	1.9	2.0	1.9	2.0	7
8	Interest	14.4	14.7	14.7	19.7	20.7	21.1	20.9	20.2	20.4	8
9	Miscellaneous	16.9	13.9	13.9	20.9	23.3	24.5	23.6	24.5	23.0	9
10	Subtotal	555.2	557.5	557.5	568.2	599.9	627.7	655.8	683.5	712.3	10
11	Operating Transfers	5.8	1.2	1.2	N/A	3.3	3.3	3.3	3.3	3.3	11
12	General Purpose Revenues Total	561.0	558.7	558.7	568.2	603.2	631.0	659.1	686.8	715.6	12
13	SB 90 Reimbursement (ends FY 20-21)					5.1	5.1	5.1	5.1	5.1	13
14	Draw on Reserves										14
15	Strategic Priorities (9812)							60.0			15
16	Total Sources	722.8	677.2	707.4		708.3	731.1	814.1	781.9	810.7	16
17											17
18											18
19	Uses (\$ Millions)										19
20	NCC Limits (including 1st Qtr adjustments)		677.2	677.2		647.3	657.1	672.3	689.4	709.8	20
21	FBA Allocation										21
22	Community Priorities & Projects			5.0		5.0	5.0	5.0	5.0	5.0	22
23	Capital Projects			3.8							23
24	CAPS/ATS			3.7							24
25	Market Adjustments			2.0							25
26	IT Projects			2.5							26
27	Emergency Mass Notification System			1.0		1.0	1.0	1.0	1.0	1.0	27
28	HCA Reserves			1.0							28
29	SSA Reserves			1.5							29
30	Animal Control Call Center			0.4							30
31	Community Multi-purpose Center			2.5		0.3	0.3	0.3	0.3	0.3	31
32	Transfers into Reserves										32
33	Debt Defeasance/General Reserves					4.0	4.0	30.6	6.8	6.9	33
34	Capital Projects/Strategic Priorities					2.3	2.0	15.5	48.8	58.3	34
35	Program I										35
36	South Court Financing					2.0	2.0	2.0	2.0	2.0	36
37	Program II										37
38	Human Relations Commission					0.4	0.4	0.4	0.4	0.4	38
39	Program IV										39
40	OC Film Commission					0.1	0.1	0.1	0.1	0.1	40
41	OC Tourism Council					0.2	0.2	0.2	0.2	0.2	41
42	Countywide/General										42
43	Restoration Augmentations					2.3	2.5	3.3	3.5	3.9	43
44	Expansion Augmentations					9.4	8.9	8.5	9.3	9.9	44
45	Strategic Priorities			6.7							45
46	Water Quality/Watershed Protection					1.3	1.3	1.3	1.3	1.3	46
47	County Facilities Master Plan					20.0	20.0	(1.4)	(1.4)	(1.4)	47
48	Info Tech Strategic Plan Tactical Goals					0.0	2.0	2.0	2.0	2.0	48
49	Dist Atty High Tech Crime Unit Expansion					0.0	0.0	0.0	0.0	0.0	49
50	Tustin Family Campus					6.5	7.8	0.0	0.0	0.0	50
51	Musick Facility Expansion					2.4	13.6	70.0	10.0	10.0	51
52	Affordable Housing					1.2	1.2	1.2	1.2	1.2	52
53	Healthy Eating/Physical Activity Program					0.5	0.5	0.5	0.5	0.5	53
54	Foresenic Science DNA Program					1.5	1.2	1.2	1.2	1.2	54
55	Adult Re-Entry Program					0.0	0.0	0.0	0.0	0.0	55
56	Total Uses		677.2	707.4		707.5	731.0	813.8	781.4	812.4	56
57											57
58	Surplus/(Deficit)		(0.0)	0.0		0.8	0.1	0.3	0.5	(1.7)	58
59											59
60	Cumulative Surplus/Deficit		(0.0)	(0.0)		0.7	0.8	1.2	1.7	0.0	60

Potential Issues

			Fullerton						
	Adopted	1st Qtr	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Issues (\$ Millions)	FY 06-07	FY 06-07	FY 06-08	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	
1 Program I - Public Protection									1
2 Theo Lacy Building B				0.0	0.0	3.3	3.4	3.5	2
3 Public Defender caseload growth				0.5	0.7	1.3	1.5	2.2	3
4 Program II - Public Protection									4
5 Federal Deficit Reduction Act (Child Support Services)				6.8	6.8	6.8	6.8	6.8	5
6 HCA Female Crisis Stabilization Unit				1.4	1.4	1.5	1.5	1.5	6
7 HCA Crisis Stabilization Unit				1.1	1.1	1.1	1.2	1.2	7
8 Program IV - General Government									8
9 Reduction in Property Taxes (Assessor)				0.0	0.0	0.9	1.8	3.2	9
10 Total				9.7	10.0	14.9	16.1	18.4	10
11									11
12 Surplus/(Deficit)				(9.0)	(10.0)	(14.5)	(15.6)	(20.1)	12
13									13
14 Cumulative Surplus/Deficit				(8.2)	(9.2)	(13.4)	(13.9)	(20.0)	14

Strategic Financial Plan Summary



Note: Graph begins at \$600 million to show variation between Sources, Uses, and Potential Issues

Fund Balance Available

(\$ in millions)	3 Yr Hist Range	3 Year Avg	6/30/2004		6/30/2005		6/30/2006		6/30 2007	6/30 2008	6/30 2009	6/30 2010
			Adopted	Final	Adopted	Final	Adopted	Final				
Fund Level Revenues (GPR variance)	6-80	36.43	6.2	15.0	30.0	33.9	71.9	79.3				
Departmental NCC savings	52-117	39.00	64.0	88.7	65.0	116.6	31.8	52.0				
Prior Period Encumbrance Cancellations	10-14	7.47	9.1	13.6	10.0	11.3	9.5	12.4				
Budgeted & Unused Contingency (099)	Var		27.9	27.9	0		5.3	5.0				
Total	107-162		107.2	145.2	105.0	161.8	118.5	148.7	100.0	95.0	90.0	90.0

General Purpose Revenue Forecast

	FY 05-06	FY 06-07		FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Description	Actual	Adopted	Fullerton	Fullerton	Fullerton	Fullerton	Fullerton	Fullerton
Property Taxes	\$426.6	\$449.3	\$450.0	\$476.4	\$504.5	\$532.5	\$560.5	\$587.7
Sales and Other Taxes	9.6	9.3	10.0	9.9	9.9	10.1	10.2	10.5
Motor Vehicle License Fees	78.7	59.5	57.9	59.4	56.8	57.0	55.6	57.4
Property Tax Administration	6.9	8.8	7.5	8.2	8.9	9.7	10.5	11.4
Franchise and Rents	2.1	2.1	2.1	2.0	1.9	2.0	1.9	2.0
Interst Income	14.4	14.7	19.7	20.7	21.1	20.9	20.2	20.4
Miscellaneous	22.7	13.9	20.9	23.3	24.5	23.6	24.5	23.0
Subtotal	\$561.0	\$557.5	\$568.2	\$599.9	\$627.7	\$655.8	\$683.5	\$712.3
Operating Transfers		1.2	N/A	N/A	N/A	N/A	N/A	N/A
Total	\$561.0	\$558.7	\$568.2	\$599.9	\$627.7	\$655.8	\$683.5	\$712.3

STRATEGIC PRIORITY RESERVES - CAPITAL

	6/30/2006 Balance	FY 06-07 Activity	1st Qtr Adjustments	6/30/2007 Balance	FY 07-08 Activity	6/30/2008 Balance	FY 08-09 Activity	6/30/2009 Balance	FY 09-10 Activity	6/30/2010 Balance	FY 10-11 Activity	6/30/2011 Balance	FY 11-12 Activity	6/30/2012 Balance
General Fund (9813)														
CAPS Upgrade (0001)	\$8,500,000	\$10,100,000	(\$1,989,100)	\$16,610,900	(\$3,442,500)	\$13,168,400	(\$2,582,400)	\$10,586,000	TBD	\$10,586,000	TBD	\$10,586,000	TBD	\$10,586,000
Assessment Tax System (0002)	9,700,000	0	2,300,000	12,000,000	(7,493,453)	4,506,547	(4,506,547)	0	0	0	0	0	0	0
Computer System (0003)	2,200,000	0	0	2,200,000	0	2,200,000	0	2,200,000	0	2,200,000	0	2,200,000	0	2,200,000
Los Pinos Land Acquisition (0004)	444,885	0	0	444,885	0	444,885	0	444,885	0	444,885	0	444,885	0	444,885
Criminal Justice Facilities (0005)	0	5,000,000	0	5,000,000	0	5,000,000	0	5,000,000	0	5,000,000	0	5,000,000	0	5,000,000
Total	20,844,885	15,100,000	310,900	36,255,785	(10,935,953)	25,319,832	(7,088,947)	18,230,885	0	18,230,885	0	18,230,885	0	18,230,885

	6/30/2006 Balance	FY 06-07 Activity	1st Qtr Adjustments	6/30/2007 Balance	FY 07-08 Activity	6/30/2008 Balance	FY 08-09 Activity	6/30/2009 Balance	FY 09-10 Activity	6/30/2010 Balance	FY 10-11 Activity	6/30/2011 Balance	FY 11-12 Activity	6/30/2012 Balance
Designated Special Revenue Fund 15S														
Relocate Animal Shelter	\$4,546,375	\$0	\$0	\$4,546,375	(\$250,000)	\$4,296,375	(\$2,000,000)	\$2,296,375	(\$2,296,375)	\$0	\$0	\$0	\$0	\$0
Deferred Maintenance/ADA	4,235,769	(4,235,769)	0	0	0	0	0	0	0	0	0	0	0	0
Future Strategic Priorities	11,119,472	(3,535,070)	0	7,584,402	(2,000,000)	5,584,402	0	5,584,402	0	5,584,402	0	5,584,402	0	5,584,402
Reserve for Loans	110,000	0	0	110,000	2,000,000	2,110,000	0	2,110,000	0	2,110,000	0	2,110,000	0	2,110,000
From Fund 13N - Loan Repayment	5,530,289	3,032,803	0	8,563,092	(8,563,092)	0	0	0	0	0	0	0	0	0
Total	\$25,541,906	(\$4,738,036)	\$0	\$20,803,870	(\$8,813,092)	\$11,990,778	(\$2,000,000)	\$9,990,778	(\$2,296,375)	\$7,694,403	\$0	\$7,694,403	\$0	\$7,694,403

DEPARTMENTAL RESERVES

Fund	Department	6/30/2006 Balance	FY 06-07 Activity	1st Qtr Adjustments	6/30/2007 Balance	FY 07-08 Activity	6/30/2008 Balance	FY 08-09 Activity	6/30/2009 Balance	FY 09-10 Activity	6/30/2010 Balance	FY 10-11 Activity	6/30/2011 Balance	FY 11-12 Activity	6/30/2012 Balance
14B	District Attorney	\$ 35,731,075	\$ (5,381,209)	\$ 0	\$ 30,349,866	\$ (6,226,985)	\$ 24,122,881	\$ (5,749,363)	\$ 18,373,518	\$ (7,420,535)	\$ 10,952,983	\$ (6,381,094)	\$ 4,571,889	\$ (4,571,889)	\$ 0
14B	Sheriff	67,739,458	(46,357,552)	0	21,381,906	(7,140,000)	14,241,906	(5,330,000)	8,911,906	(6,990,000)	1,921,906	(1,921,906)	0	0	0
Various	HCA (see detail below)	24,236,858	(2,500,000)	1,000,000	21,736,858	657,000	22,393,858	657,000	23,050,858	657,000	23,707,858	657,000	24,364,858	657,000	25,021,858
14T	SSA	9,642,648	(2,367,823)	1,500,000	8,774,825	(4,035,678)	4,739,147	(4,148,253)	590,894	(264,500)	326,394	(326,394)	0	0	0
12C	DCSS Collections & Incentives	5,380,797	1,306,164	0	6,686,961	(5,021,908)	1,665,053	(1,665,053)	0	0	0	0	0	0	0
Total		<u>\$ 142,730,836</u>	<u>\$ (55,300,420)</u>	<u>\$ 2,500,000</u>	<u>\$ 88,930,416</u>	<u>\$ (21,767,571)</u>	<u>\$ 67,162,845</u>	<u>\$ (16,235,669)</u>	<u>\$ 50,927,176</u>	<u>\$ (14,018,035)</u>	<u>\$ 36,909,141</u>	<u>\$ (7,972,394)</u>	<u>\$ 28,936,747</u>	<u>\$ (3,914,889)</u>	<u>\$ 25,021,858</u>
Detail of HCA Reserves															
13W	Health Realignment (0002)	\$ 6,125,000	\$ (2,500,000)	\$ 1,000,000	\$ 4,625,000	\$ 0	\$ 4,625,000	\$ 0	\$ 4,625,000	\$ 0	\$ 4,625,000	\$ 0	\$ 4,625,000	\$ 0	\$ 4,625,000
13W	Mental Health Realignment (0001)	6,575,000	0	0	6,575,000	0	6,575,000	0	6,575,000	0	6,575,000	0	6,575,000	0	6,575,000
13U	Managed Care	11,536,858	0	0	11,536,858	657,000	12,193,858	657,000	12,850,858	657,000	13,507,858	657,000	14,164,858	657,000	14,821,858
Total HCA Reserves		<u>24,236,858</u>	<u>(2,500,000)</u>	<u>1,000,000</u>	<u>21,736,858</u>	<u>657,000</u>	<u>22,393,858</u>	<u>657,000</u>	<u>23,050,858</u>	<u>657,000</u>	<u>23,707,858</u>	<u>657,000</u>	<u>24,364,858</u>	<u>657,000</u>	<u>25,021,858</u>

General Fund Reserves

RESERVES POLICY

Reserves Available to the General Fund

Introduction

The County of Orange Reserves Policy inventoried the existing reserves available to the General Fund and guides the creation, maintenance and use of reserves. It provides flexibility to the County in dealing with future planned capital expense needs, unanticipated or cyclical economic conditions, emergencies, catastrophes, temporary cash flow shortages, unexpected large one-time expenses, opportunities to use funds to produce future ongoing savings and some level of protection against statutory changes to County revenues.

Examples of events demonstrating the need for reserves include the Governor's original FY 04-05 proposed budget that would have caused an ongoing \$62 million reduction of the County's general purpose revenues. This was subsequently reduced to a reduction of \$27.7 million per year for two years. In addition, the State passed on a share of the Federal child support system penalty (\$4 million per year for two years), deferred reimbursement of mandated cost claims, and FY 03-04 Vehicle License fees were reduced by \$26.5 million; repaid by the State in July 2005.

This policy includes both formal and informal reserves. It includes provisions for reserves as reported on Schedule 3 of the County Budget Book compiled by the Auditor-Controller, appropriated reserve-type funds and reserve-type funds held by the Orange County Employees Retirement System (OCERS). A summary schedule of the reserve balances, additions, uses and target amounts is attached.

Provisions for Reserves

Provisions for Reserves are formal reserves as reported on Schedule 3 of the Auditor-Controller Budget Book. There is currently a Reserve for Contingencies, a Strategic Priority Reserve-Capital for funding of identified projects, and a Strategic Priority Reserve-Unallocated.

Reserve for Contingencies: This reserve was established through the Strategic Financial Plan process. It is normally modified at the time of adopting the budget (Government Code Section 29085). Changes to reserve amounts at other times require a 4/5 vote of the Board of Supervisors. A 4/5 vote is also required to make such reserves available for appropriation to expend these funds if needed during the fiscal year (Government Code Section 29130). The purpose and use of this reserve is to cover unanticipated and severe economic downturns, major emergencies or catastrophes that cannot be covered with existing appropriations. The target amount for this reserve is 10% of ongoing annual General Purpose Revenues (excludes fund balance available and one-time amounts and transfers), or \$55,750,000. The 10% compares to Government Finance Officers Association (GFOA) guidelines of 5% to 10% and to surrounding counties that use targets from 5% to 15%. The current balance is \$39,000,000, a \$16,750,000 variance from the target. This Strategic Financial Plan recommends an increase to this reserve to meet the target amount.

Strategic Priority Reserve - Capital: This reserve was established through the Strategic Financial Plan process. It is normally modified at the time of adopting the budget. Changes to reserve amounts at other times require a 4/5 vote of the Board of Supervisors. A 4/5 vote is also required to make such reserves available for appropriation to expend these funds if needed during the fiscal year (Government Code Section 29130). The purpose and use of this reserve is for specific projects shown on the attached detail sheet. In some cases, the amounts represent “down payments” on capital improvements that will need to be augmented by other funds. Funds would be withdrawn from this reserve and appropriated in the fiscal year in which the projects are expected to be encumbered or expended. The reserve balance at FY 05-06 year-end was \$20,844,885. The estimated year-end balance after all additions and uses during FY 06-07 is \$36,255,785. During FY 06-07 increases and decreases will be made to reserves related to the upgrade/replacement of CAPS (Countywide Accounting and Personnel System) and ATS (Assessment Tax System). Future Strategic Financial Plans may recommend changes to the projects and/or amounts in this reserve.

Strategic Priority Reserve - Unallocated: This reserve was established through the Strategic Financial Plan process and built up with periodic additions of unanticipated General Fund Balance available at the close of prior fiscal years. It is normally modified at the time of adopting the budget. Changes to reserve amounts at other times require a 4/5 vote of the Board of Supervisors. A 4/5 vote is also required to make such reserves available for appropriation to expend these funds if needed during the fiscal year (Government Code Section 29130). The purpose and use of this reserve is to provide flexibility to the County in dealing with future planned capital expense needs, unanticipated or cyclical economic conditions, emergencies catastrophes, unexpected large one-time expenses and opportunities and some level of protection against statutory changes to County revenues. The reserve balance as of FY 05-06 year-end was \$95,450,263. The estimated year-end balance after all additions and uses during FY 06-07 is \$102,159,215. This Strategic Financial Plan recommends the use of \$60 million in FY 09-10 for down payment on the debt financing of the James A Musick facility. This down payment will help reduce the debt service payment amount. The \$60 million is forecast to be repaid to the reserve account over two fiscal years, 10-11 and 11-12. Future Strategic Financial Plans may recommend changes to this reserve as funds are needed or become available.

Appropriated Reserve-type Funds

These are informal reserve amounts annually appropriated in the budget. There are currently two of these: Vacancy Factor & Miscellaneous Reserve and the Designated Special Revenue Fund.

Vacancy Factor & Miscellaneous Reserve: This appropriation is maintained in the 004 Miscellaneous Fund budget within the County General Fund. It was first established in the FY 99-00 budget when the CEO implemented a salary & wages budget policy based on historical vacancy factors. The purpose and use of this reserve is to provide additional appropriations to a General Fund department should its actual vacancy factor fall below the budgeted vacancy factor for most of the fiscal year and the department has insufficient appropriations to make it to the end of the fiscal year. It may also be used for significant unanticipated emergencies, catastrophes, one-time expenses and opportunities. A 4/5 Board of Supervisors vote would be

required if these funds are transferred outside the General Fund. The current balance is \$5,000,000. If a portion of the reserve is used during any fiscal year the full \$5,000,000 is re-budgeted the following fiscal year. Future Strategic Financial Plans may recommend changes to the current balance as funds are needed or become available.

Designated Special Revenue Fund (15S): This fund was established in FY 96-97 and is now governed through the Strategic Financial Plan process. The purpose and use of this fund is to cover temporary cash flow shortages in other County funds as authorized annually by the Board and to fund strategic priorities identified in the Strategic Financial Plan. These priorities currently include deferred maintenance, projects to remedy Americans with Disabilities Act (ADA) infrastructure deficiencies and partial funding for a new regional animal care facility. The fund balance as of FY 05-06 year-end was \$25,541,906. The estimated year-end balance after all additions and uses during FY 06-07 is \$20,803,870. Future Strategic Financial Plans may recommend changes to these projects and amounts as new priorities are identified and funds are needed or become available.

Reserve-type Funds held by OCERS

Currently, there is a reserve held by the Orange County Employees Retirement System on behalf of the County. This reserve is called the Retirement Investment Account.

Retirement Investment Account: This account was established with the proceeds of the 1994 Pension Obligation Bonds. The purpose and use of this account includes the offset of County retirement expenses and reducing the County's share of the retirement system unfunded liability. The balance of this account as of FY 05-06 year-end was \$159,089,509. A portion of retirement system earnings are credited to this account. The FY 06-07 budget plans for use of \$11,000,000 (a portion of the current year estimated interest earnings) from this account to offset FY 06-07 retirement expenses. Future debt defeasance strategy and Strategic Financial Plans may recommend changes to the use of this account. Use of this account to offset the County's retirement expenses may free up existing or future general fund resources for other purposes.

SCHEDULE OF RESERVES

Fund/ Agency	6/30/06 Balance	FY 06-07 Add	FY 06-07 Use	1st Qtr Adjustments	6/30/07 Balance	Target	Variance From Target
<u>Provisions for Reserves (1)</u>							
100 Reserve for Contingencies (9815)	\$23,000,000	\$16,000,000	\$0	\$0	\$39,000,000	\$55,750,000	\$16,750,000
100 Strategic Priority Reserve--Capital (9813)	20,844,885	15,100,000	(3,389,100)	3,700,000	36,255,785	N/A	N/A
100 Strategic Priority Reserve--Unallocated (9812)	95,450,263	0	0	6,708,952	102,159,215	N/A	N/A
<u>Appropriated Reserve-type Funds</u>							
004 Vacancy Factor & Miscellaneous	439,049	4,560,951	0	0	5,000,000	5,000,000	0
15S Designated Special Revenue	25,541,906	3,032,803	(7,770,839)	0	20,803,870	N/A	N/A
<u>Reserve-type Funds Held by OCERS (2)</u>							
Retirement Investment Account	159,089,509	11,000,000	(11,000,000)	0	159,089,509	N/A	N/A
Total General Fund Reserves	\$324,365,612	\$49,693,754	(\$22,159,939)	\$10,408,952	\$362,308,379	N/A	N/A

(1) Excludes accounting reserves for cash difference, inventory of materials & supplies, imprest cash and loans. These accounting reserves are maintained by the Auditor-Controller and are governed by generally accepted accounting principles and tie to specific balance sheet accounts.

(2) OCERS - Orange County Employees Retirement System

Reserve for Contingencies

Fund/Agency Number	100
Authority	Government Code Section 29085
When established	Budget Adoption
Budgeted	Schedule 3 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year (Government Code Section 29130)
Purpose	Unanticipated and severe economic downturns, major emergencies or catastrophes that cannot be covered with existing appropriations
Target	10% of ongoing annual General Purpose Revenues (excluding FBA, transfers & other one-time revenue) or, currently, \$55,750,000
Expiration Date	Ongoing
Current Balance	\$39,000,000
Variance from target	\$16,750,000
Interest Earnings	Credited to General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends an increase to this reserve to meet the target amount.

Strategic Priority Reserve - Capital

Fund/Agency Number	100
Authority	Adopted Strategic Financial Plan (SFP)
When established	June 20, 2004
Budgeted	Schedule 3 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Purpose	Specific items as shown below
Target	N/A
Expiration Date	Project completion
Current Balance	\$36,255,785 as of 6/30/07
Variance from target	N/A
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	N/A

Account Detail

	6/30/2006 Balance	FY 06-07 Add	FY 06-07 Use	6/30/2007 Balance
CAPS Upgrade	\$8,500,000	\$11,500,000	(\$3,389,100)	\$16,610,900
Assessment Tax System	9,700,000	2,300,000	0	12,000,000
Computer System	2,200,000	0	0	2,200,000
Los Pinos Land Acquisition	444,885	0	0	444,885
Criminal Justice Facilities	0	5,000,000	0	5,000,000
Total	<u>\$20,844,885</u>	<u>\$18,800,000</u>	<u>(\$3,389,100)</u>	<u>\$36,255,785</u>

Strategic Priority Reserve - Unallocated

Fund/Agency Number	100
Authority	Adopted Strategic Financial Plan (SFP)
When established	1996
Budgeted	Schedule 3 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Purpose	Provide flexibility to the County in dealing with future planned capital expense needs, unanticipated or cyclical economic conditions, emergencies catastrophes, unexpected large one-time expenses and opportunities, and some level of protection against statutory changes to County revenues
Target	Driven by the SFP
Expiration Date	N/A
Current Balance	\$102,159,215 as of 6/30/07
Variance from target	N/A
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	N/A

Vacancy Factor & Miscellaneous Reserve

Fund/Agency Number	100-004
Authority	Board adoption of the Final Budget
When established	June 29, 2004
Budgeted	Yes
Board approval required	Majority vote to transfer appropriations within the General Fund. 4/5 vote to transfer out of the General Fund.
Purpose	Provide additional appropriations to a General Fund department should its actual vacancy factor fall below the budgeted vacancy factor for most of the fiscal year and the department has insufficient appropriations to make it to the end of the fiscal year. May also be used for significant unanticipated emergencies, catastrophes, one-time expenses and opportunities.
Target	\$5,000,000
Expiration Date	Re-budgeted annually
Current Balance	\$5,000,000
Variance from target	\$ 0
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	N/A

Designated Special Revenue Fund

Fund/Agency Number	15S
Authority	Board Adoption of the Strategic Financial Plan (SFP)
When established	June 29, 2004
Budgeted	Yes
Board approval required	4/5 vote to transfer appropriations out of Fund 15S
Purpose	To cover temporary cash flow shortages in various County funds as annually authorized by the Board. To fund strategic priorities as identified in the Strategic Financial Plan. See detail below.
Target	N/A
Expiration Date	N/A
Current Balance	\$20,803,870 as of 6/30/07
Variance from target	N/A
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	N/A

Account Detail

	6/30/2006 Balance	FY 06-07 Add	FY 06-07 Use	6/30/2007 Balance
Relocate Animal Shelter	\$4,546,375	\$0	\$0	\$4,546,375
Deferred Maintenance/ADA	4,235,769	0	(4,235,769)	0
Future Strategic Priorities	11,119,472	0	(3,535,070)	7,584,402
Reserve for Loans	110,000	0	0	110,000
From Fund 13N - Loan Repayment	5,530,289	3,032,803	0	8,563,092
Total	<u>\$25,541,906</u>	<u>\$3,032,803</u>	<u>(\$7,770,839)</u>	<u>\$20,803,870</u>

Retirement Investment Account

Fund/Agency Number	Held by OCERS
Authority	Board agreement with OCERS
When established	1994
Budgeted	N/A
Board approval required	N/A
Purpose	Helps fund County retirement expenses and reduces the County's share of the retirement system unfunded liability
Target	N/A
Expiration Date	N/A
Current Balance	\$159,089,509 as of 6/30/06
Variance from target	N/A
Interest Earnings	Credited to this account
Plan for reducing the variance	N/A
Other Comments	Use of this account to offset the County's retirement expenses may free up existing or future general fund resources for other purposes.

Capital Improvement Plan

Five-Year Capital Improvement Plan

The proposed five-year Capital Improvement Plan (CIP) for Fiscal Years 2007-08 through 2011-2012 is the County's compilation of a long-term list of significant projects funded by General Funds in the Capital Projects (Agency 036) budget. It also includes the five-year capital program for non-General Fund agencies. The November 2005 Capital Improvement Plan and the FY 06-07 Budget serve as the basis for this five-year (2007-08 through 2011-12) plan. The CIP incorporates Board direction as provided during the annual Strategic Financial Plan (SFP) process, which begins in August of each year. The information in this document will be updated annually during the SFP process to reflect the changing needs and the fiscal outlook of the County.

The CIP will aid the County in its assessment of the best use of General Funds and provide goals to meet in the development of capital assets while maintaining long term financial stability. The assessment process is an ongoing process influenced by many changing factors such as service needs, available resources due to the changing economy, Board priorities, legal mandates, age and condition of existing buildings, and health and safety considerations.

The CIP provides information about capital projects requiring General Funds in the amount of \$150,000 or greater and maintenance and repair projects over \$50,000. On October 17, 2006, the County Facilities Master Plan study by M. Arthur Gensler Jr. & Associates, Inc., dba Gensler, was submitted to the Board with fifteen recommended actions. The 2006 SFP

includes a Strategic Priority to implement the recommended actions approved by the Board.

Capital projects implemented within County special funds such as Road, Flood, Integrated Waste Management Department, John Wayne Airport and Harbors, Beaches and Parks are accounted for in this document as part of the total Strategic Financial Plan. These projects are typically of significant size and magnitude and are funded without any General Fund support. Therefore, the primary focus of this document is on projects funded in the Capital Projects budget (Agency 036). County departments that directly fund capital projects within their own agencies have reflected these projects within the listing for their funds.

Financing strategies such as bond financing, "pay as you go," master leasing, strategic priority reserves, low-interest loans from the State, State rebates for energy conservation projects, State construction grants and Housing and Urban Development (HUD) funds are identified for each project for planning purposes. As this plan is further developed, information regarding the background, budget status, and implementation status will be included.

Highlights

Cogeneration Plant

The proposed Cogeneration project at the County's Central Utility Facility (CUF) will install new electrical generating

turbines (powered by natural gas) and their auxiliary equipment to produce 10.4 mega watts electricity. The CUF currently provides heating and air conditioning to buildings in the Santa Ana Civic Center area. Feasibility studies by independent consultants were conducted in FY 03-04 to verify the viability of the project and its potential cost-benefit.

Conversion of the CUF to provide electricity through cogeneration will meet the County goals of reliability, cost containment, stability, self-sufficiency, and conservation. The project is anticipated to be constructed and on-line by December 2008. There is an estimated payback of 7 to 10 years for the total project costs, although this estimate does not include a calculation for the financing costs or the increased number of County staff required to accommodate the 24/7 operation of the facility. Overall, the County is estimated to realize a gross annual savings of approximately \$9 million and a \$5 million net savings after considering additional costs such as the Southern California Edison (SCE) standby charges of \$1 million, an increase of \$2 million in gas costs, and staffing and other cost increases of \$1 million. The estimated cost of construction is \$39.3 million, which includes \$33.5 million construction and equipment cost funded by bond proceeds and \$5.8 million in Architect and Engineering (A&E) costs and Construction Management/Project Administration costs funded by the General Fund. The above \$5.8 million includes \$2.9 million for A&E design cost, which was funded in FY 03-04; and the remaining \$2.9 million for Construction Management/Project Administration costs would be funded in FY 07-08, which is included in this CIP. The actual debt service and eventual savings may reside in the Agency 040

Utilities budget in future years. The bonds were issued for \$33.5 million in FY 06-07, and the semi-annual bond payments start in December 2006. A FY 06-07 First Quarter Budget Report adjustment was required to budget for the \$0.9 million bond service payments from Agency 040, which is funded by the General Fund. Additionally, Agency 040 will request \$2.3 million in General Funds for the required bond service payments due in FY 07-08 and the December 2008 payment. Agency 040 will begin realizing electricity cost savings in January 2009 and will pay the June 1, 2009 and remaining bond service payments. After the last bond service payment in FY 2017-18, this project is expected to save approximately \$5 million annually for the General Fund.

Annual Maintenance and Repair Plan

Each year the Resources and Development Management Department (RDMD) submits a list of projects related to the maintenance and repair of all County and Court facilities. Requests of over \$69 million for the period of FY 07-08 through FY 11-12 cover the following component needs:

Central Utility Facility	\$ 9.9 million
Lon Works*	\$13.3 million
Generators	\$13.3 million
Roofs	\$ 4.7 million
Lighting Controls	\$ 0.8 million
Photo Voltaic (Solar)	\$ 3.0 million
HVAC Equipment	\$ 8.8 million
Electrical Equipment	\$ 2.9 million
Elevators	\$ 4.0 million
Miscellaneous	<u>\$ 3.8 million</u>
Total	\$64.5 million

*Lon Works is the operating system for Heating, Ventilation and Air Conditioning (HVAC) direct digital controls.

Deferred Maintenance

A Deferred Maintenance Plan was developed and approved as a Strategic Priority in FY 1997-98. The deferred maintenance included Heating, Ventilation and Air Conditioning (HVAC) and elevator maintenance, among other maintenance projects in the County and Court facilities. Much of the plan has been completed except for the Central Justice Center Floor-by-Floor Rehabilitation/Americans with Disabilities Act (ADA) project. Floors 11 through 8 have been completed and rehabilitation of floor 7 will be completed by the end of 2006. In FY 06-07, the construction contract for floors 6, 5, and 4 in an amount of approximately \$14.5 million will be encumbered, and the anticipated completion date for the floors is July 2009. A remaining \$4 million in deferred maintenance for this facility is identified in the CIP over the next couple of years for the design services for rehabilitation of floors 3, 2 and 1 and the basement. The preliminary forecasted project cost for floors 3, 2, and 1 and the basement is approximately \$40 million, depending on the criteria of the rehabilitation scope, with a probable completion of May 2014. A Strategic Priority for \$20 million in General Funds was submitted in this SFP, with the additional \$20 million estimated to be a contribution from the State Administrative Office of the Courts (AOC) and/or a reduction in the project cost.

South Court

Over the years, population growth in South Orange County has increased the caseload at the justice facilities in South Orange

County. The facilities are not large enough for the Court to conduct all types of cases, so citizens from South Orange County have to drive to other parts of the County for numerous court matters.

This need prompted the planning for a new South County Courthouse (South Court). The original scope of the project for 10 courtrooms and 110,000 square feet has expanded to 18 courtrooms and over 200,000 square feet, with an estimated project cost of \$118 million. The County agreed to provide \$2 million a year in funding over 30 years to assist with the debt financing of the project, which is reflected in this SFP. The County also committed to provide existing land valued at \$27.6 million for the site of the new South County Courthouse.

The proposed South Court consists of the construction of a new three-story courthouse with a basement. It will include 14 new courtrooms, in addition to the 4 courtrooms in the existing courthouse, for a total of 18 courtrooms. In addition, the proposed South Court will include offices, payment windows, court support and jury facilities, a secure sally port for transfer of custody, secured parking areas for the judges and Sheriff, courtyard/plazas and pedestrian pathways. The development of the new courthouse will add a total of approximately 207,300 building gross square feet (BGSF) to the existing structure, for a total of approximately 240,600 BGSF. The proposed project will also include a surface parking lot with approximately 990 parking spaces for the new courthouse building. The preliminary estimate for the total cost for design and construction (excluding equipment, furniture, bond financing, etc.) is \$118 million.

The final phase of construction design cost of \$1.6 million is included in the FY 06-07 budget. After completion of design and negotiations with the Court and State Administrative Office of the Courts (AOC), the deal points will be reflected in a Letter of Intent. This SFP assumes \$118 million construction cost financed by an \$8.2 million debt service payment for 30 years. The County's commitment remains at \$2 million per year, with the remaining \$6.2 million annual payment assumed to be funded by the Court/State AOC.

Community Court

The Community Court will include the Central Justice Center Drug Court, the Co-Occurring Disorders Court, the Homeless Outreach Court, as well as a new caseload of mental health-related criminal cases funded by Proposition 63. The Community Court will also include the most challenging cases involving participants with drug, alcohol and/or mental illness issues.

Community Courts are designed to be much more than local branches of centralized court systems. They represent a new approach to public safety, which expands traditional notions about the role of courts and tests the extent to which they are capable of serving as catalysts for social change.

This project creates a Community Court at the Central Justice Center Annex (909 N. Main Street, Santa Ana, CA). The project will require reconfiguring the existing courtrooms and offices, adding offices, and expanding the lobby to allow for weapons screening. The County has agreed to pay the first \$0.4

million of the estimated \$1.2 million cost of the Community Court facility.

Although the Community Court is a new program, it will act as a one-stop shop to coordinate existing resources among County agencies, community agencies and the Court in order to reduce duplication and maximize efficiencies. Coordinated service delivery will enhance the effectiveness of assistance provided to clients in order to reduce recidivism. In addition, the Community Court will allow the disposition of more cases at the arraignment or pre-trial stage, thus saving costs related to pre-trial detention, pre-trial motions and hearings, post-adjudication jail or prison, and other court-related costs.

Sheriff Facility Issues

Major facility issues that the Sheriff's Department is addressing include:

- Proactively maintaining existing Sheriff facilities. The Sheriff's Department develops an annual maintenance and repair plan to identify significant maintenance projects over the next five years. By planning and budgeting for these significant maintenance projects, the Department can replace critical building components before they become emergencies which could impact public safety. This five-year plan averages between \$2 million and \$3 million per year and is presented for funding consideration as a Strategic Priority.

- Planning for the expansion of the James A. Musick facility. Funds are budgeted to develop a Master Plan, but funding for design, construction and operations has not been identified. This project has been submitted as a Strategic Priority.
- Addressing overcrowded office space and renovating the infrastructure in the Sheriff's Headquarters Building. This project is in the planning phase and involves leasing space in the Civic Center area to relocate staff during renovation of the Headquarters building. Funds are reserved for costs related to this project.
- Addressing current and projected space and infrastructure needs of Loma Ridge. A study is underway to assess the need to expand, renovate, and/or relocate staff from the County's Loma Ridge facility. Once a final plan is developed, cost estimates will be calculated. Funds have not been identified for this project.
- Developing a second South County Sheriff's Station. About \$7 million of developer fees have been collected for this project. The Sheriff's Department is in discussions with the Rancho Mission Viejo Company to determine what their contribution will be due to their development in South County and anticipates a \$3.5 million contribution. However, it is anticipated that additional funding in the amount of approximately \$3.1 million will be needed to fund the total project cost of approximately \$14 million.

- Analyzing the need for increasing support facilities at the Theo Lacy facility including quarters for Administrative staff, additional parking, a covered waiting area and other facilities to be determined. Once the final scope of this project has been fully developed, cost estimates can be calculated. Funds have not been identified for this project.

Probation Capital Needs

Many of the routine capital maintenance and project needs have been accommodated in Fund 104, the Criminal Justice Facilities Capital Fund. This fund is made up of revenues collected from court surcharges and penalty assessments on parking violations and criminal fines. Larger scale projects for Probation have previously been funded through Fund 104 and the Capital Projects budget (Agency 036).

The Probation Department has completed comprehensive capital needs studies for Juvenile Hall, Los Pinos, Joplin, and the Youth Guidance Center. This CIP includes capital needs identified in these studies funded by Fund 104 and the Agency 036 Strategic Priority for Probation Facilities. Fund 104 includes \$5.9 million in FY 06-07 for Probation Facilities capital projects, including \$4.5 million in carryover from FY 05-06. The SFP for Fund 104 includes \$25.1 million in revenue over five years, which will be used for debt service payments on Sheriff's Forensic Science Building (\$13.2 million), Probation Facilities Capital Improvement Plan (\$10.9 million), and unallocated contingencies of \$1 million. This SFP includes a \$6.4 million General Fund Strategic Priority Request for the Probation Facilities Capital Improvement Plan to

supplement the \$10.9 million included in the Fund 104 SFP, for a total of \$17.3 million.

Harbors, Beaches, and Parks/Dana Point Harbor Capital Funds

In the FY 05-06 First Quarter Budget Report, \$7 million from the General Fund Balance Available (FBA) was allocated to Harbors, Beaches and Parks (HBP). These funds were budgeted in the new HBP Capital Fund 406 for ease of tracking and monitoring.

In November 2005, the Board of Supervisors authorized the use of \$2 million per year (\$1.8 million in FY 2005-06) of General Fund savings realized from the debt refinancing that occurred in August 2005 for HBP Fund 406 (\$1,673,000) and Dana Point Harbor Department (DPHD) Fund 108 (\$127,000) maintenance and capital projects. The Board approved a five-year project specific plan for these monies.

In FY 06-07, the Board of Supervisors authorized the use of an additional \$6.8 million per year (with 3% growth each year) for HBP Fund 406 (\$3,825,000) and DPHD Fund 108 (\$2,975,000) maintenance and capital projects.

The Dana Point Capital Improvement Plan includes revitalization of Dana Point Harbor. The total revitalization cost is \$115 million including waterside improvements (\$45 million) and landside improvements (\$70 million). Waterside improvements will be funded by a State Department of Boat and Waterways (DBW) loan of up to \$45 million. The landside improvements will be funded by bond proceeds of approximately \$42 million; the additional balance of \$28

million needed to complete the financing of the landside improvements totaling approximately \$70 million will be accumulated from the DPHD cash flow (i.e., pay-as-you-go). Bond proceeds are expected to be received in FY 07-08. DPHD and County Executive Office/Public Finance staff presented the initial financial plan to the Public Facilities Advisory Committee (PFAC) on 10/26/06 and is expected to present the plan to the Board of Supervisors on November 21, 2006.

Summary – Countywide Capital Improvement Plan

The total General Fund and non-General Fund Capital Improvement Plan for the County is anticipated to be \$1.2 billion for Fiscal Years 2007-08 through 2011-2012.

Summary – General Fund

FY 2006-07 capital project appropriations, including adjustments to be made in the First Quarter Budget Report, equate to \$81.24 million in projects with the most significant project being the Cogeneration at the Central Utility Facility in the amount of \$33.5 million for construction and equipment costs. This SFP includes \$2.9 million in costs for project administration funded by the County General Fund. The FY 2006-07 Net County Cost requirement is \$34.8 million. The five-year CIP for the General Fund totals \$103.7 million.

Summary – Non-General Funds

This CIP also includes capital improvement needs for the County's non-General Funds such as Road; Flood; Harbors, Beaches and Parks; Integrated Waste Management Department; and John Wayne Airport, among others. Specific

project-level detail is provided for each fund with capital projects. The five-year CIP for the non-General Funds totals \$1.1 billion. Funding for the projects comes from local revenues, as well as State and Federal sources.

County of Orange
Capital Improvement Plan for 2006 SFP
General Fund Capital Projects - Agency 036

Description	Financing Sources	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast	Total Forecast
Capital Projects								
Appropriations								
Annual Maintenance/Repair Plan	General Fund	14,959,966	13,912,510	10,942,540	9,042,120	8,815,835	8,927,000	51,640,005
Energy Efficiency/Conservation	General Fund		4,113,585	3,115,830	1,123,545	1,488,535		9,841,495
Photovoltaic Pilot Project	Bond Proceeds	2,846,000	2,988,300					2,988,300
Cogeneration @ CUF - Project Admin soft cost	Bond Proceeds/Gen Fund	31,426,000	2,900,000					2,900,000
Annual Maintenance/Repair Plan Contingencies	General Fund	1,998,393	1,950,600	2,500,000	2,500,000	2,500,000	2,500,000	11,950,600
Deferred Maintenance per SFP - Sheriff	General Fund	4,785,938						
Deferred Maintenance per SFP - CJC Floor by Floor	Gen Fun & Spec 15S	14,500,000	2,500,000	1,500,000				4,000,000
Department Capital Project Needs	General Fund	3,556,600	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Facilities Master Plan	General Fund	2,500,000						
Strategic Priorities (incl. So County Courthouse)	Gen Fun & Spec 15S	2,100,000						
Civic Center Signage	General Fund	500,000						
Debt Service for South County Courthouse	Gen Fund & State-AOC		8,200,000	8,200,000	8,200,000	8,200,000	8,200,000	41,000,000
Total Appropriations/Reimbursements		79,172,897	38,564,995	28,258,370	22,865,665	23,004,370	21,627,000	134,320,400
Revenue Sources								
Bond Financing		34,271,600						
Fund 15S - Special Designated Revenue		7,770,839						
Fund 15L - 800 MHz CCCS Reimbursement		572,000						
Other Revenue - "ESCO" Share Cost			2,988,300					2,988,300
Grant Revenue - State Board of Corrections		1,688,954						
State Department of Justice		60,000						
South County - Design Cost Reimbursement			2,243,818					2,243,818
State - AOC share of Sounty County Debt Service			6,200,000	6,200,000	6,200,000	6,200,000	6,200,000	31,000,000
Total Revenue		44,363,393	11,432,118	6,200,000	6,200,000	6,200,000	6,200,000	36,232,118
Net County Cost		34,809,504	27,132,877	22,058,370	16,665,665	16,804,370	15,427,000	98,088,282
CIP Summary								
Appropriations		79,172,897	40,688,810	30,382,185	24,989,480	25,128,185	23,750,815	144,939,475
Revenue Sources		44,363,393	13,555,933	8,323,815	8,323,815	8,323,815	8,323,815	46,851,193
Projected Annual Savings from Cogeneration*								
NCC		34,809,504	27,132,877	22,058,370	16,665,665	16,804,370	15,427,000	98,088,282
Capital Projects Agency 036 NCC Limits		34,809,504	20,615,799	20,234,273	19,341,301	19,921,540	20,519,187	100,632,100
NCC Variance			(6,517,078)	(1,824,097)	2,675,636	3,117,170	5,092,187	2,543,818
Note: The above SFP information does not commit the County for funding. The funding is committed through the annual budget process and the above information is subject to change at that time.								
<i>CIP for Central Utility Facility not included in above - It should be in Agency 040</i>			456,500	3,387,580	4,164,458	1,706,571	4,158,556	13,873,665
<i>CIP for Transportation ISF not included in above - It should be in TISF 296</i>			925,000					925,000

County of Orange
Capital Improvement Plan for 2006 SFP
Criminal Justice Facilities - ACO Capital Projects Fund 104

Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast	Total Forecast
Capital Projects							
Appropriations							
Debt Services - Forensic Science Building	2,645,268	2,642,341	2,638,495	2,636,221	2,632,954	2,629,989	13,180,000
Musick - Master Plan Reimb 14Q	1,100,000						
Sheriff Gen. Maint. - Reimb. 14Q	432,560						
Probation Facilities	5,900,683	1,929,630	2,053,909	2,172,929	2,297,252	2,424,353	10,878,073
Unallocated - Contingencies	289,914	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Appropriations/Reimbursements	10,368,425	4,771,971	4,892,404	5,009,150	5,130,206	5,254,342	25,058,073
Revenue Sources							
Court Fines, Fees, and Penalties	3,500,000	4,000,000	4,120,000	4,243,600	4,370,907	4,502,035	21,236,542
Interest	230,000	202,800	204,000	197,600	192,000	185,600	982,000
Reimbursement Debt Services - Forensic Science Bldg.	572,029	569,171	568,404	567,950	567,299	566,707	2,839,531
Total Revenue	4,302,029	4,771,971	4,892,404	5,009,150	5,130,206	5,254,342	25,058,073
Fund Balance Available (FBA)	6,066,396						

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P1 PUBLIC PROTECTION

FUND: 14Q

AGCY: 14Q SHERIFF-CORONER CONSTRUCTION AND FACILITY DEVELOPMENT

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
14QP099	1	Purchase New Building						
		Revenue:	9,300,000	9,300,000	0	0	0	0
		Expense:	9,300,000	9,300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100 (Prop 172)								
Description: The purchase of a new building will be able to address space issues facing the Sheriff's Department such as an alternate Emergency Operations Center (EOC) and relocating Investigations or North Patrol from the Sheriff's Headquarters building.								
14QP540	2	Musick Laundry Facility						
		Revenue:	0	0	0	0	0	0
		Expense:	7,625,000	0	7,625,000	0	0	0
		Balance (Funded by NCC/FBA):	7,625,000	0	7,625,000	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: A centralized laundry facility at the Musick Facility for all Orange County adult jails, Juvenile Hall and Orangewood Children's Home will reduce overall laundry costs below that of estimates for privatizing this service. The cost of this project is offset by FBA.								
14QP542	3	Musick Master Plan						
		Revenue:	0	0	0	0	0	0
		Expense:	2,359,896	2,359,896	0	0	0	0
		Balance (Funded by NCC/FBA):	2,359,896	2,359,896	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The Master Plan for the Musick expansion will provide the details for the proposed expansion of the jail. The project will replace all existing structures at the site and have the potential to house approximately 7,900 inmates. The cost of this project is offset by FBA.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
14QP590	4	Sheriff Headquarters Remodel						
		Revenue:	0	4,990,500	0	0	0	0
		Expense:	5,700,000	5,700,000	0	0	0	0
		Balance (Funded by NCC/FBA):	5,700,000	709,500	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is to expand the current design plans for the remodel of the Orange County Sheriff's Department (OCSD) Headquarters building. The Sheriff's Department space needs continue to grow, and the current building is in need of major renovations. The cost of this project is offset by FBA and Prop 172.								
14QP704	5	Central Men's Jail Air Handlers Overhaul						
		Revenue:	0	0	0	0	0	0
		Expense:	0	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	200,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project would overhaul all of the air handlers at the central jail complex. The current condition of the air handlers is requiring this overhaul project. The cost of this project is offset by FBA.								
14QP711	6	Theo Lacy Consolidated Maintenance Project						
		Revenue:	0	0	0	0	0	0
		Expense:	0	1,173,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	1,173,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The Sheriff's Department has identified critical maintenance projects at the Theo Lacy Facility that need to be performed in order to avoid unplanned shutdowns and to ensure the safe operations of the Jail Facility. The cost of this project is offset by FBA.								
14QP737	7	Central Jail Complex Back-up Generator						
		Revenue:	0	0	0	0	0	0
		Expense:	0	2,250,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	2,250,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Install a backup generator(s) system for the Central Jail Complex. This will allow the facility to fully operate in the event of a power loss, which would otherwise cause the evacuation of the facility. The cost of this project is offset by FBA.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
14QP738	8	Fire Suppression System						
		Revenue:	0	0	0	0	0	0
		Expense:	0	167,500	0	0	0	0
		Balance (Funded by NCC/FBA):	0	167,500	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project would install a new fire suppression system at the Brad Gates Forensic Science building. The cost of this project is offset by FBA.								
14QP591	9	Coroner Training Facility Maintenance						
		Revenue:	0	0	0	0	0	0
		Expense:	100,000	100,000	0	0	0	0
		Balance (Funded by NCC/FBA):	100,000	100,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Miscellaneous maintenance projects within the Coroner Training Facility. The cost of this project is offset by FBA.								
14QP603	10	Musick East Kitchen Rehabilitation						
		Revenue:	0	0	0	0	0	0
		Expense:	1,301,723	1,101,723	0	0	0	0
		Balance (Funded by NCC/FBA):	1,301,723	1,101,723	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The Musick East Kitchen is in need of major renovations. The initial plans addressed problems with floor tiles and walls which were causing health concerns. During the design phase, additional problems were discovered related to sewer lines, electrical systems and ventilation systems. Due to the critical nature of kitchen operations, all repairs need to be addressed immediately to avoid potential shutdowns. The cost of this project is offset by FBA.								
14QP607	11	Central Men's Jail Sliding Door Overhaul						
		Revenue:	0	0	0	0	0	0
		Expense:	464,400	464,400	0	0	0	0
		Balance (Funded by NCC/FBA):	464,400	464,400	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will overhaul the interior electric sliding door at the Central Men's Jail. The cost of this project is offset by FBA.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
14QP623	12	Theo Lacy Barracks Modification						
		Revenue:	0	0	0	0	0	0
		Expense:	440,000	440,000	0	0	0	0
		Balance (Funded by NCC/FBA):	440,000	440,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Modify areas of the barracks housing units to eliminate areas not able to be observed by deputies in the guard station. Due to the layout of the barracks housing units, there are areas that deputies in the guard station cannot visually monitor. As a result, it is in these locations that many of the inmate vs. inmate assaults take place. Modifying the housing units to eliminate these areas would significantly assist in reducing the incidents of inmate vs. inmate violence, thereby increasing the level of safety for inmates and staff. The cost of this project is offset by FBA.								
14QP624	13	Loma Ridge Uninterruptible Power Supply Replacement						
		Revenue:	0	0	0	0	0	0
		Expense:	825,000	825,000	0	0	0	0
		Balance (Funded by NCC/FBA):	825,000	825,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Replace the Uninterruptible Power Supply (UPS) System at Loma Ridge, which has reached the end of its useful life. An evaluation by an electrical engineer determined that the expansion of electrical equipment over the last several years has caused the UPS System to be under capacity. This is a critical issue and additional funds are needed to expand the capacity of the system. The cost of this project is offset by FBA.								
14QP626	14	Theo Lacy Heating, Ventilation and Air Conditioning Repair						
		Revenue:	0	0	0	0	0	0
		Expense:	425,000	425,000	0	0	0	0
		Balance (Funded by NCC/FBA):	425,000	425,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Clean and repair several Heating, Ventilation and Air Conditioning (HVAC) units at the Theo Lacy barracks. The cost of this project is offset by FBA.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
14QP628	15	Theo Lacy Kitchen Floor Tile Replacement						
		Revenue:	0	0	0	0	0	0
		Expense:	665,000	565,000	0	0	0	0
		Balance (Funded by NCC/FBA):	665,000	565,000	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The replacement of Theo Lacy kitchen floor tile is necessary due to health and safety issues. The cost of this project is offset by FBA.						
		Agency 14Q Total Revenue:	9,300,000	14,290,500	0	0	0	0
		Agency 14Q Total Expense:	29,206,019	25,071,519	7,625,000	0	0	0
		Agency 14Q Balance (Funded by NCC/FBA):	19,906,019	10,781,019	7,625,000	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P1 PUBLIC PROTECTION

FUND: 15C

AGCY: 15C THEO LACY JAIL CONSTRUCTION

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
15CP100	1	Theo Lacy Jail Construction						
		Revenue:	0	0	0	0	0	0
		Expense:	991,193	991,193	0	0	0	0
		Balance (Funded by NCC/FBA):	991,193	991,193	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project would provide for the construction of various support facilities at the Theo Lacy Facility. The cost of this project is offset by FBA.								
15CP102	2	Theo Lacy Remodel Study						
		Revenue:	0	0	0	0	0	0
		Expense:	150,000	150,000	0	0	0	0
		Balance (Funded by NCC/FBA):	150,000	150,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This study will make recommendations for the support facilities at the Theo Lacy Facility. The cost of this project is offset by FBA.								
15CP101	3	Theo Lacy Parking and Sewer Improvements						
		Revenue:	0	0	0	0	0	0
		Expense:	607,000	607,000	0	0	0	0
		Balance (Funded by NCC/FBA):	607,000	607,000	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will correct parking and sewer problems at the Theo Lacy Facility. The cost of this project is offset by FBA.								
		Agency 15C Total Revenue:	0	0	0	0	0	0
		Agency 15C Total Expense:	1,748,193	1,748,193	0	0	0	0
		Agency 15C Balance (Funded by NCC/FBA):	1,748,193	1,748,193	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P2 COMMUNITY SERVICES

FUND: 100

AGCY: 042 HEALTH CARE AGENCY

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
042P413	1	Animal Shelter Relocation						
		Revenue:	834,363	250,000	2,000,000	2,395,134	0	0
		Expense:	834,363	250,000	2,000,000	2,395,134	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100 Designated Special Revenue Fund 15S						
Description:		Animal Shelter Operating Transfer In - The County established this \$5,000,000 reserve for the purpose of relocating to a new shelter; the expected completion is by the end of FY 2009-10. The current shelter facility is outdated and has outgrown its capacity.						
		Agency 042 Total Revenue:	834,363	250,000	2,000,000	2,395,134	0	0
		Agency 042 Total Expense:	834,363	250,000	2,000,000	2,395,134	0	0
		Agency 042 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P2 COMMUNITY SERVICES

FUND: 15A

AGCY: 15A OCDA (O.C. DEVELOPMENT AGENCY) SANTA ANA HEIGHTS 1993 BOND ISSUE

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
15AP005	1	Santa Ana Heights Community Center - A						
		Revenue:	0	0	0	0	0	0
		Expense:	0	6,300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	6,300,000	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Santa Ana Heights Community Center is proposed as a multi-use facility where all residents of Newport Beach can come together to enjoy recreational activities, hobby programs, educational seminars, meeting rooms, and banquets. This project will provide the Upper Newport Bay area with a "town center" in a community that does not have one. The cost of this project is offset by FBA.						
		Agency 15A Total Revenue:	0	0	0	0	0	0
		Agency 15A Total Expense:	0	6,300,000	0	0	0	0
		Agency 15A Balance (Funded by NCC/FBA):	0	6,300,000	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P2 COMMUNITY SERVICES

FUND: 173

AGCY: 173 OCDA SANTA ANA HEIGHTS - SURPLUS

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
1730900	1	Santa Ana Heights Community Center - B						
		Revenue:	0	0	0	0	0	0
		Expense:	520,000	0	4,200,000	0	0	0
		Balance (Funded by NCC/FBA):	520,000	0	4,200,000	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The Santa Ana Heights Community Center is proposed as a multi-use facility where all the residents of Newport Beach can enjoy recreational activities, hobby programs, educational seminars, meeting rooms, and banquets. This project will provide the Upper Newport Bay area with a "town center" in a community that does not have one. The cost of this project is offset by FBA.								
173L144	2	Undesignated Land						
		Revenue:	0	0	0	0	0	0
		Expense:	0	0	800,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	800,000	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This undesignated land project is funding for projects that could possibly include economic development, roads or flood/sewer improvements. The cost of this project is offset by FBA.								
		Agency 173 Total Revenue:	0	0	0	0	0	0
		Agency 173 Total Expense:	520,000	0	5,000,000	0	0	0
		Agency 173 Balance (Funded by NCC/FBA):	520,000	0	5,000,000	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P2 COMMUNITY SERVICES

FUND: 414

AGCY: 414 OCDA (NDAPP), 1992 ISSUE B, LOW/MODERATE HOUSING

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
414L603	1	Land Acquisition for Affordable Housing						
		Revenue:	0	0	0	0	0	0
		Expense:	357,000	500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	357,000	500,000	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project entails the purchase of land to be used for Affordable Housing. The cost of this project is offset by FBA.						
		Agency 414 Total Revenue:	0	0	0	0	0	0
		Agency 414 Total Expense:	357,000	500,000	0	0	0	0
		Agency 414 Balance (Funded by NCC/FBA):	357,000	500,000	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 100

AGCY: 040 UTILITIES

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
0400900	1	Utilities						
		Revenue:	0	0	0	0	0	0
		Expense:	0	456,500	617,080	1,254,458	889,381	758,556
		Balance (Funded by NCC/FBA):	0	456,500	617,080	1,254,458	889,381	758,556
Funding Source: State: 0 Federal: 0 General Fund: 100 Other: 0								
Description: Annual Maintenance/Repair Plan Capital Projects.								
		Agency 040 Total Revenue:	0	0	0	0	0	0
		Agency 040 Total Expense:	0	456,500	617,080	1,254,458	889,381	758,556
		Agency 040 Balance (Funded by NCC/FBA):	0	456,500	617,080	1,254,458	889,381	758,556

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 106

AGCY: 106 COUNTY TIDELANDS - NEWPORT BAY

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
106P103	1	Newport Dunes Dredging						
		Revenue:	2,700,000	0	0	0	0	2,741,294
		Expense:	2,700,000	0	0	0	0	2,741,294
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		It is necessary to dredge silt from the Newport Dunes leasehold lagoon and marina areas at approximate five year intervals to maintain safely navigable waters within this "land and water" leasehold. The County is contractually obligated under the lease to perform this dredging, with revenue offset from the lessee at the rate of around \$40,000 per year. The next planned dredging of Newport Tidelands will be in FY 2011-12 and will be budgeted and funded in the Harbors, Beaches & Parks Capital Projects Fund 406, to be reimbursed from the Newport Tidelands Fund 106 in any years that revenues in this Fund are available to make the reimbursement, until Fund 406 is fully repaid.						
106P500	2	Sea Wall Repair						
		Revenue:	1,000,000	4,000,000	0	0	0	0
		Expense:	1,000,000	4,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Replace the existing bulkhead (also known as seawall or quay wall) that separates the headquarters, maintenance and other buildings from the bay waters. The existing bulkhead has been examined by marine engineers and has been found to be deteriorated and in need of replacement. A failure of the bulkhead will endanger the adjacent building improvements and any building occupants. The funding for this project is from the Newport Tidelands general funding, supplemented as needed by a "loan" from Harbors, Beaches & Parks (HBP) general funding (per Board policy). This project was budgeted in Newport Tidelands Fund 106 for FY 2006-07; however, HBP staff plan to budget and charge the construction of the project in HBP Capital Project Fund 406 beginning in FY 2007-08 and going forward.						
		Agency 106 Total Revenue:	3,700,000	4,000,000	0	0	0	2,741,294
		Agency 106 Total Expense:	3,700,000	4,000,000	0	0	0	2,741,294
		Agency 106 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 108

AGCY: 108 DANA POINT HARBOR

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
108P511	1	Dana Point Harbor Dredging						
		Revenue:	0	0	0	0	0	0
		Reserves:	2,000,000	2,000,000	0	0	0	0
		Expense:	2,000,000	2,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is for the dredging of Dana Point Harbor.								
		Agency 108 Total Revenue:	2,000,000	2,000,000	0	0	0	0
		Agency 108 Total Expense:	2,000,000	2,000,000	0	0	0	0
		Agency 108 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 115

AGCY: 115 ROAD

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
115LZ01	1	Red Hill Ave Widening						
		Revenue:	0	261,557	0	0	0	0
		Expense:	0	261,557	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will increase roadway capacity by widening the easterly side of Red Hill Avenue by one additional northbound lane to its ultimate primary arterial highway width, from Melvin Way to Irvine Boulevard. Right-of-way will be necessary.								
115PZ04	2	Santiago Canyon Road - Hicks Canyon to Red Rock Ridge						
		Revenue:	0	297,510	0	0	0	0
		Expense:	0	297,510	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is for the rehabilitation and maintenance of Santiago Canyon Road from Hicks Canyon to Red Rock Ridge.								
115PZ05	3	Santiago Canyon Road - Jackson Reach to Modjeska Canyon						
		Revenue:	0	238,430	0	0	0	0
		Expense:	0	238,430	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: When warranted, install a traffic signal and equipment at the T-intersection of Santiago Canyon Road (Primary Arterial Highway) and Modjeska Canyon. This project will involve the installation of signal poles and mast-arms, conduit, conductors, lighting fixtures, access ramps, signal indications, cabinets, miscellaneous signing and striping, and the installation of detector loops in the roadway.								
115P000	4	Undesignated Building						
		Revenue:	500,000	500,000	500,000	500,000	500,000	500,000
		Expense:	500,000	500,000	500,000	500,000	500,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Undesignated - Change orders for Road Right-of-Way and Construction projects as needed.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
115P043	5	Environmental Mitigation						
		Revenue:	500,000	500,000	500,000	500,000	500,000	500,000
		Expense:	500,000	500,000	500,000	500,000	500,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Provide appropriate mitigation as required by various transportation improvement projects.								
115PZ09	6	El Toro Road - Glenn Ranch Road to Valley Vista Way						
		Revenue:	0	0	0	0	875,000	0
		Expense:	0	0	0	0	875,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The total limits of this project are from Glenn Ranch Road to Live Oak Canyon Road. This portion of the project is from Glenn Ranch Road to Valley Vista Way, with the second portion of the project from Valley Vista Way to Live Oak Canyon Road. This is currently a two lane road and it needs to be widened to a four lane divided highway. It is shown on the master plan as a major arterial highway, but efforts are under way to downgrade it to a primary. Additional right-of-way will be needed to widen this road. Also, there is a major slide on the easterly side of the road adjacent to the Saddleback Meadows proposed development. The developer needs to correct this slide prior to any widening of the road through this area.								
115PZ10	7	El Toro Road - Valley Vista Way to Live Oak Canyon Road						
		Revenue:	0	0	0	0	875,000	0
		Expense:	0	0	0	0	875,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The total limits of this project are from Glenn Ranch Road to Live Oak Canyon Road. This portion of the project is from Valley Vista Way to Live Oak Canyon, with the first portion of the project from Glenn Ranch Road to Valley Vista Way. This is currently a two lane road and it needs to be widened to a four lane divided highway. It is shown on the master plan as a major arterial highway, but efforts are under way to downgrade it to a primary. Additional right-of-way will be needed to widen this road. Also, there is a major slide on the easterly side of the road adjacent to the Saddleback Meadows proposed development. The developer needs to correct this slide prior to any widening of the road through this area.								
115PZ11	8	Lincoln Avenue Bridge at Santa Ana River						
		Revenue:	0	0	0	0	7,024,316	0
		Expense:	0	0	0	0	7,024,316	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will widen Lincoln Avenue Bridge over the Santa Ana River to its ultimate major arterial highway width. It includes a bicycle and pedestrian bridge over the Santa Ana River at and parallel to Lincoln Avenue, a bike lane, and a bridge railing. The project proposes to create a safer connection between the cities of Anaheim and Orange with pedestrian and bicycle access over the Santa Ana River and to the Park and Ride Facility, facilitating alternative modes of transportation.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
115LZ02	9	La Pata Avenue - Phase I						
		Revenue:	0	10,000,000	0	0	0	0
		Expense:	0	10,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will provide relief to existing and future congestion on Ortega Highway and improve inter-jurisdictional circulation for existing and future development in the South County/San Clemente area with the realignment and widening of the existing road to four lanes and extension of the four-lane roadway to the southerly County boundary.								
115L000	10	Undesignated Land						
		Revenue:	500,000	500,000	500,000	500,000	500,000	500,000
		Expense:	500,000	500,000	500,000	500,000	500,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Undesignated - change orders necessary for Road Right-of-Way and Construction projects as needed.								
115PZ01	11	Edinger Ave Bridge at Santa Ana River						
		Revenue:	0	3,493,338	0	0	0	0
		Expense:	0	3,493,338	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This bridge is classified as a primary arterial highway on the Master Plan of Arterial Highways, with no allowance for pedestrians and bicycle usage. The bridge reconstruction project will include a pedestrian sidewalk and bicycle lanes. It will not increase the number of lanes used for motorized traffic.								
115PZ02	12	Cerritos Avenue - Gilbert to Brookhurst						
		Revenue:	0	213,110	0	0	0	0
		Expense:	0	213,110	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is for road rehabilitation on Cerritos Avenue from Gilbert to Brookhurst.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
115P034	13	Newport Blvd Sidewalk at Greenbrier Road						
		Revenue:	0	600,000	0	0	0	0
		Expense:	0	600,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The County is to construct the Newport Boulevard sidewalk gap closure and retaining wall (needed to support upslope property) from Greenbrier Road to approximately 110 feet north to join existing sidewalk.								
115PZ03	14	Moulton Parkway Phase II - El Pacifico to Santa Maria						
		Revenue:	0	3,500,000	0	0	0	0
		Expense:	0	3,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is to widen Moulton Parkway Smart Street (to increase traffic flow) within project limits to its ultimate width as shown in the "Moulton Parkway Smart Street Project Implementation Plan."								
115PZ06	15	Red Hill Ave Widening - Irvine Blvd to Melvin Way						
		Revenue:	0	0	246,557	0	0	0
		Expense:	0	0	246,557	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will increase roadway capacity by widening the easterly side of Red Hill Avenue by one additional northbound lane to its ultimate primary arterial highway width, from Irvine Boulevard to Melvin Way. Right-of-way will be necessary.								
115P003	16	Antonio Parkway - Ladera to Ortega Highway						
		Revenue:	0	0	12,100,000	0	0	0
		Expense:	0	0	12,100,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construct Antonio Parkway to its ultimate width as designated in the Master Plan of Arterial Highways (MPAH).								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
115P025	17	Santiago Canyon Road Safety Improvements						
		Revenue:	0	0	600,000	0	0	0
		Expense:	0	0	600,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The County did a safety audit of Santiago Canyon Road and identified areas for further study and potential improvement. There are on-going, follow-up studies. As these studies lead to additional improvements needed, these improvements will be designed and constructed. Funds will be budgeted in the appropriate years for these projects.								
115PZ07	18	Ortega Highway - Antonio Parkway to Calle Entradero						
		Revenue:	0	0	0	27,000,000	0	0
		Expense:	0	0	0	27,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Widen Ortega Highway from two lanes to four lanes from Antonio Parkway to Calle Entradero. The total project includes the widening of the San Juan Creek Bridge.								
115PZ08	19	Midway City Drainage and Street Improvements						
		Revenue:	0	0	0	8,000,000	0	0
		Expense:	0	0	0	8,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will provide drainage improvements and street rehab to various streets in the Midway City area of the County. The streets involved are generally referred to as "Presidents Streets." They are located between Beach Boulevard on the west to Newland Street on the east and Hazard Avenue to the north and Bolsa Avenue to the south. A main line storm drain will also extend south of Bolsa Avenue to McFadden or beyond to convey the drainage from the Midway City area.								
115PZ12	20	La Pata Ave - Ortega Highway to San Clemente City Limits						
		Revenue:	0	0	0	0	0	20,000,000
		Expense:	0	0	0	0	0	20,000,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will provide relief to existing and future congestion on Ortega Highway. It will also improve inter-jurisdictional circulation for existing and future development in the South County/San Clemente area with the realignment and widening of the existing road to four lanes and extension of the four-lane roadway to the southerly County boundary.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
115LZ03	21	La Pata Ave Phase II - Land						
		Revenue:	0	0	10,000,000	0	0	0
		Expense:	0	0	10,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project will provide relief to existing and future congestion on Ortega Highway. It will also improve inter-jurisdictional circulation for existing and future development in the South County/San Clemente area with the realignment and widening of the existing road to four lanes and extension of the four-lane roadway to the southerly County boundary.						
		Agency 115 Total Revenue:	1,500,000	20,103,945	24,446,557	36,500,000	10,274,316	21,500,000
		Agency 115 Total Expense:	1,500,000	20,103,945	24,446,557	36,500,000	10,274,316	21,500,000
		Agency 115 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 148

AGCY: 148 FOOTHILL CIRCULATION PHASING PLAN

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
148PZ01	1	Alton Phase III – Construction						
		Revenue:	0	0	0	0	32,800,000	0
		Expense:	0	0	0	0	32,800,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Construct a new six-lane divided highway. Within the Foothill Circulation Phasing Plan (FCPP) roadway improvement area, the County is to construct the last missing link of Alton Parkway between Irvine Boulevard and Commercentre Drive to Towne Centre Drive. When completed, a continuous roadway linkage would be provided between I-5 on the south and the Foothill Transportation Corridor on the north.						
148L131	2	Alton Phase III - Land						
		Revenue:	5,000,000	4,000,000	0	0	0	0
		Expense:	5,000,000	4,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Construct a new six-lane divided highway. Within the Foothill Circulation Phasing Plan (FCPP) roadway improvement area, the County is to construct the last missing link of Alton Parkway between Irvine Boulevard and Commercentre Drive to Towne Centre Drive. When completed, a continuous roadway linkage would be provided between I-5 on the south and the Foothill Transportation Corridor on the north.						
148P014	3	El Toro at Jeronimo						
		Revenue:	0	0	491,520	0	0	0
		Expense:	0	0	491,520	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project will widen and improve the intersection of El Toro Road (a Major Arterial Highway) and Jeronimo by adding left, right, and through lanes and modifying the traffic signal.						

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
148PZ02	4	El Toro at Toledo						
		Revenue:	0	0	324,026	0	0	0
		Expense:	0	0	324,026	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project will provide intersection improvements on El Toro Road (a Major Arterial Highway) at Toledo, including curb and median construction.						
148P216	5	El Toro at Trabuco						
		Revenue:	0	0	1,630,395	0	0	0
		Expense:	0	0	1,630,395	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project will widen and improve the intersection of El Toro Road (a Major Arterial Highway) and Trabuco by adding left, right, and through lanes and modifying the traffic signal.						
		Agency 148 Total Revenue:	5,000,000	4,000,000	2,445,941	0	32,800,000	0
		Agency 148 Total Expense:	5,000,000	4,000,000	2,445,941	0	32,800,000	0
		Agency 148 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 280

AGCY: 280 AIRPORT - OPERATING ENTERPRISE

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
280P626	1	Contingency						
		Revenue:	4,800,000	13,283,654	3,423,406	2,955,313	2,977,186	3,005,703
		Expense:	4,800,000	13,283,654	3,423,406	2,955,313	2,977,186	3,005,703
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The contingency is used for unanticipated increases to budgeted capital projects and for emergency capital projects that may arise.								
280P813	2	Seismic Retrofit - Terminal						
		Revenue:	60,000	588,362	934,545	0	0	0
		Expense:	60,000	588,362	934,545	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is to bring the Terminal facility up to current earthquake standards.								
280P830	3	Geotechnical Architect and Engineering Services						
		Revenue:	0	1,003,970	302,784	296,098	298,302	298,846
		Expense:	0	1,003,970	302,784	296,098	298,302	298,846
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The contractors provide Geotechnical Architectural and Engineering services related to multiple capital projects.								
280P893	4	Modernize Various Information Display Systems						
		Revenue:	500,000	1,492,038	457,962	0	0	0
		Expense:	500,000	1,492,038	457,962	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Modernize the Flight Information Display System (FIDS), Baggage Information Display System (BIDS), Gate Information Display System (GIDS) and Ramp Information Display System (RIDS).								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
280P955	5	Airport Telephone Switch						
		Revenue:	425,000	25,000	0	0	0	0
		Expense:	425,000	25,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Add an additional telephone switch to increase telecommunications capacity at the Terminal building.								
280P873	6	Retro-fit Storm Drains						
		Revenue:	0	0	0	0	200,000	0
		Expense:	0	0	0	0	200,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will improve drainage at the airfield of storm run-off.								
280P892	7	Terminal Skylight Replacement						
		Revenue:	0	0	0	0	210,000	0
		Expense:	0	0	0	0	210,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Replace aging skylight at Terminal Building.								
280P911	8	Settlement Agreement Implementation Plan						
		Revenue:	0	400,000	0	0	0	0
		Expense:	0	400,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Preliminary work to develop the design of the Terminal building expansion resulting from the settlement agreement.								
280P947	9	New Uninterrupted Power Supply (UPS)						
		Revenue:	0	0	250,000	0	0	0
		Expense:	0	0	250,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is for a new system to provide continued electrical power for computer equipment in the Eddie Martin Building in the event of a power outage.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
280PZ03	10	Electronic Signs for Gates and Ticket Counters						
		Revenue:	0	65,000	0	0	111,375	473,625
		Expense:	0	65,000	0	0	111,375	473,625
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project is for new electrical signs related to the upgrade of various information display systems.						
		Agency 280 Total Revenue:	5,785,000	16,858,024	5,368,697	3,251,411	3,796,863	3,778,174
		Agency 280 Total Expense:	5,785,000	16,858,024	5,368,697	3,251,411	3,796,863	3,778,174
		Agency 280 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 281

AGCY: 281 JOHN WAYNE AIRPORT CONSTRUCTION

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
281P100	1	Contingency						
		Revenue:	0	1,704,663	2,789,138	9,538,860	9,466,321	4,606,218
		Expense:	0	1,704,663	2,789,138	9,538,860	9,466,321	4,606,218
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The contingency is used for unanticipated increases to the budgeted Settlement Agreement Implementation Plan (SAIP) capital projects and for emergency capital projects that may arise.								
281P203	2	North Terminal and Commuter Facilities						
		Revenue:	858,470	0	0	0	1,452,772	7,131,831
		Expense:	858,470	0	0	0	1,452,772	7,131,831
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construct permanent hold room facility to replace the current temporary facility for commuter passenger operations.								
281P204	3	Campus/Bristol Turn Lane						
		Revenue:	135,000	133,077	231,923	0	0	0
		Expense:	135,000	133,077	231,923	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Demolition of the existing Maintenance building and roadway improvements on Campus Drive and Bristol Street related to the Terminal building expansion.								
281P202	4	Existing Terminal Building Renovation						
		Revenue:	1,410,000	0	0	0	3,924,857	6,665,143
		Expense:	1,410,000	0	0	0	3,924,857	6,665,143
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Renovation of the original Riley Terminal building to bring it up to date with the new expanded portions.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
281P107	5	Geotechnical Site Investigation						
		Revenue:	1,500,000	0	1,156,204	3,104,807	3,081,196	1,487,474
		Expense:	1,500,000	0	1,156,204	3,104,807	3,081,196	1,487,474
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: On-going evaluation of the construction site associated with the Terminal building expansion.								
281P106	6	Testing and Inspection						
		Revenue:	500,000	1,862,353	2,398,283	2,362,353	2,344,389	862,303
		Expense:	500,000	1,862,353	2,398,283	2,362,353	2,344,389	862,303
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Site inspection services to be performed during construction of the Terminal expansion.								
281P105	7	Construction Management Services						
		Revenue:	2,000,000	0	1,963,537	4,024,750	3,994,144	1,790,478
		Expense:	2,000,000	0	1,963,537	4,024,750	3,994,144	1,790,478
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Consulting services related to managing the Terminal expansion.								
281P207	8	Communications Infrastructure Additions						
		Revenue:	300,000	2,000,000	0	0	0	0
		Expense:	300,000	2,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Installation of equipment in the Terminal building to support future enhanced communications systems.								
281P221	9	Substation Relocation						
		Revenue:	0	3,500,000	0	0	0	0
		Expense:	0	3,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Removal of 66 kilovolt substation by Southern California Edison to allow for Terminal building expansion construction.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
281PZ01	10	Southwest Parking Structure Replacement						
		Revenue:	0	0	4,554,938	20,664,688	8,807,774	0
		Expense:	0	0	4,554,938	20,664,688	8,807,774	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Demolition of the existing Southwest parking structure to facilitate terminal expansion and construction of a new parking structure on a new site.								
281P201	11	Terminal Building Expansion						
		Revenue:	20,870,201	2,819,755	2,142,177	27,932,771	89,572,353	74,128,846
		Expense:	20,870,201	2,819,755	2,142,177	27,932,771	89,572,353	74,128,846
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Multi-level addition of space in Terminal building to accommodate six additional passenger jet way bridges.								
281P220	12	Common Use Terminal Equipment (CUTE)						
		Revenue:	700,000	0	0	0	1,199,423	5,100,577
		Expense:	700,000	0	0	0	1,199,423	5,100,577
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This system will enable all tenant carriers to use any available gate or ticket counter position at any time.								
281P200	13	Southeast Parking Structure						
		Revenue:	38,700,000	10,210	0	0	0	0
		Expense:	38,700,000	10,210	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is for the construction of a new 2,200 space parking facility associated with the Terminal building expansion.								
281P205	14	Rental Car/Employee/Valet/Taxi Relocation						
		Revenue:	2,550,000	82,194	367,806	0	0	0
		Expense:	2,550,000	82,194	367,806	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Relocation of the existing rental car, employee, valet parking and taxi parking associated with the Terminal expansion.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
281P101	15	Project Management Services						
		Revenue:	600,000	1,750,177	1,571,906	1,556,063	1,539,746	1,522,939
		Expense:	600,000	1,750,177	1,571,906	1,556,063	1,539,746	1,522,939
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Contractors provide Project Management consultant services on multiple non-Settlement Agreement Implementation Plan (SAIP) capital projects.								
281P102	16	Project Controls						
		Revenue:	870,000	268,983	899,729	886,250	879,511	407,742
		Expense:	870,000	268,983	899,729	886,250	879,511	407,742
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Master scheduling consulting services for projects related to the Terminal expansion.								
281P104	17	Project Management Services						
		Revenue:	2,500,000	500,000	3,200,000	3,200,000	3,200,000	1,200,000
		Expense:	2,500,000	500,000	3,200,000	3,200,000	3,200,000	1,200,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Contractors that provide Project Management consultant services on multiple Settlement Agreement Implementation Plan (SAIP) capital projects.								
		Agency 281 Total Revenue:	73,493,671	14,631,412	21,275,641	73,270,542	129,462,486	104,903,551
		Agency 281 Total Expense:	73,493,671	14,631,412	21,275,641	73,270,542	129,462,486	104,903,551
		Agency 281 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 299

AGCY: 299 INTEGRATED WASTE MANAGEMENT DEPARTMENT ENTERPRISE

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299P968	1	Frank R. Bowerman Landfill - Flare Station Expansion						
		Revenue:	0	0	400,000	0	0	0
		Expense:	0	0	400,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construction of the Flare Station at the Frank R. Bowerman landfill.								
299PZ02	2	Frank R. Bowerman Landfill - Access Road Repaving						
		Revenue:	0	0	0	0	0	500,000
		Expense:	0	0	0	0	0	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Seal, coat and repair of the access road at the Frank R. Bowerman landfill.								
299PZ03	3	Frank R. Bowerman Landfill - Construction Management/Quality Assurance Services						
		Revenue:	0	1,000,000	500,000	1,250,000	1,250,000	500,000
		Expense:	0	1,000,000	500,000	1,250,000	1,250,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: New Construction Management/Construction Quality Assurance Services that are needed at the Frank R. Bowerman landfill with on-call after Phase 8A.								
299PZ04	4	Frank R. Bowerman Landfill - Phase 8 Buttress Excavation & Canyon 2 Partial (2nd Mass Excavation)						
		Revenue:	0	0	0	37,300,000	3,230,000	0
		Expense:	0	0	0	37,300,000	3,230,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase 8 buttress and canyon 2 partial: 2nd mass excavation at the Frank R. Bowerman landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299PZ05	5	Frank R. Bowerman Landfill - Phase 8 Buttress and Canyon 2 Partial Excavation Design						
		Revenue:	0	0	1,400,000	100,000	0	0
		Expense:	0	0	1,400,000	100,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase 8 buttress & canyon 2: partial excavation design at Frank R. Bowerman landfill.								
299PZ06	6	Frank R. Bowerman Landfill - Phase 8 Canyon 2 Excavation/Fill (3rd mass excavation)						
		Revenue:	0	0	0	0	16,000,000	1,600,000
		Expense:	0	0	0	0	16,000,000	1,600,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase 8 canyon 2 excavation/fill: 3rd mass excavation at the Frank R. Bowerman landfill.								
299PZ07	7	Frank R. Bowerman Landfill - Phase 8 Canyon 2 Excavation/Fill Design (3rd mass excavation) - Design						
		Revenue:	0	0	0	250,000	50,000	0
		Expense:	0	0	0	250,000	50,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase 8 canyon 2 excavation/fill design: 3rd mass excavation - design at Frank R. Bowerman landfill.								
299PZ08	8	Frank R. Bowerman Landfill - Phase 8 Landslide Back Cut Excavation (1st mass excavation)						
		Revenue:	0	15,500,000	20,000,000	0	0	0
		Expense:	0	15,500,000	20,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase 8 landslide back cut excavation: 1st mass excavation at the Frank R. Bowerman landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299PZ09	9	Frank R. Bowerman Landfill - Phase 8A Mass Excavation and Liner - Design						
		Revenue:	0	0	0	0	0	400,000
		Expense:	0	0	0	0	0	400,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase 8A mass excavation and liner - design at Frank R. Bowerman landfill.								
299PZ10	10	Frank R. Bowerman Landfill - Water J Stand Construction (New)						
		Revenue:	0	300,000	0	0	0	0
		Expense:	0	300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: New water J stand construction at the Frank R. Bowerman landfill.								
299PZ11	11	Frank R. Bowerman Landfill - Biological Support Services (New)						
		Revenue:	0	50,000	50,000	50,000	50,000	50,000
		Expense:	0	50,000	50,000	50,000	50,000	50,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: New biological support services at the Frank R. Bowerman landfill.								
299PZ12	12	Olinda Alpha Landfill - Groundwater Control System Upgrade (Construction)						
		Revenue:	0	500,000	0	0	0	0
		Expense:	0	500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Groundwater control system upgrade (construction) at the Olinda Alpha landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299PZ13	13	Olinda Alpha Landfill - Main Access Road Improvements						
		Revenue:	0	0	150,000	0	0	350,000
		Expense:	0	0	150,000	0	0	350,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Olinda Alpha landfill's main access road improvements.								
299PZ14	14	Olinda Alpha Landfill - New Administration Office Structure & Improvements						
		Revenue:	0	500,000	0	0	0	0
		Expense:	0	500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: New administrative office structure and improvements at the Olinda Alpha landfill.								
299PZ15	15	Olinda Alpha Landfill - New Trailer for Maintenance Crew Supervisors and Waste Inspectors						
		Revenue:	0	50,000	0	0	0	0
		Expense:	0	50,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: New trailer at the Olinda Alpha landfill for the Maintenance Crew Supervisors and the Waste Inspectors.								
299P585	16	Prima Deshecha Landfill - Horizontal Gas Collection Pipe/Gravel						
		Revenue:	150,000	150,000	150,000	150,000	150,000	150,000
		Expense:	150,000	150,000	150,000	150,000	150,000	150,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Horizontal gas collection pipe/gravel at the Prima Deshecha landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299P586	17	Prima Deshecha Landfill - Zone 1 Phase C3 Mass Excavation/Groundwater Protection						
		Revenue:	3,800,000	5,000,000	5,000,000	0	0	0
		Expense:	3,800,000	5,000,000	5,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Prima Deshecha landfill zone 1 phase C3 mass excavation/groundwater protection.								
299PZ25	18	Prima Deshecha Landfill - Zone 1 Phase D2 Mass Excavation/Groundwater Protection						
		Revenue:	0	0	0	0	5,650,000	5,650,000
		Expense:	0	0	0	0	5,650,000	5,650,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Prima Deshecha landfill zone 1 phase D2 mass excavation/groundwater protection.								
299PZ26	19	Prima Deshecha Landfill - Relocation of Scales						
		Revenue:	0	500,000	0	0	0	0
		Expense:	0	500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Relocation of the fee booth scales at the Prima Deshecha landfill.								
299PZ27	20	Prima Deshecha Landfill - Tank Relocation Construction						
		Revenue:	0	0	190,000	0	0	0
		Expense:	0	0	190,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construction of tank relocation at the Prima Deshecha landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299PZ28	21	Prima Deshecha Landfill - Gas Headers/Sub Headers						
		Revenue:	0	100,000	0	100,000	0	100,000
		Expense:	0	100,000	0	100,000	0	100,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Gas headers/sub-headers at the Prima Deshecha landfill.								
299P001	22	Frank R. Bowerman Landfill - Archeo Paleo Services						
		Revenue:	0	50,000	50,000	50,000	50,000	50,000
		Expense:	0	50,000	50,000	50,000	50,000	50,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Archeo Paleo Services to be performed at the Frank R. Bowerman landfill.								
299PZ01	23	New Household Hazardous Waste Collection Center in Northwest Orange County						
		Revenue:	0	0	0	0	2,000,000	0
		Expense:	0	0	0	0	2,000,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construction of a new Household Hazardous Waste Collection Center in Northwest Orange County.								
299P950	24	Frank R. Bowerman Landfill - Westface Road Realignment/Repair						
		Revenue:	0	0	200,000	0	0	200,000
		Expense:	0	0	200,000	0	0	200,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project is for the Frank R. Bowerman Westface Road Realignment /Repair. It would allow for the repair and/or extension of landfill roads.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299P991	25	Prima Deshecha Landfill - Access Road Grade/Repair						
		Revenue:	0	0	300,000	0	0	0
		Expense:	0	0	300,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Access road grading and repair at the Prima Deshecha landfill.								
299P992	26	Prima Deshecha Landfill - Zones 1 and 4 Permits/Design Zone 1 Designs						
		Revenue:	0	400,000	800,000	400,000	300,000	400,000
		Expense:	0	400,000	800,000	400,000	300,000	400,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Prima Deshecha landfill zone 1 and 4 permits/design, and zone 1 designs update.								
299P993	27	Prima Deshecha Landfill – Zone 1 Construction Mgt- Construction Quality Assurance/ Archeo Paleo Svcs						
		Revenue:	0	500,000	1,000,000	750,000	200,000	400,000
		Expense:	0	500,000	1,000,000	750,000	200,000	400,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Zone 1 construction management/construction quality assurance/Archeo Paleo services at the Prima Deshecha landfill.								
299PZ16	28	Prima Deshecha Landfill - Construction of Permanent Water Line at Biomitigation Area						
		Revenue:	0	0	100,000	0	0	0
		Expense:	0	0	100,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construction of a permanent water line at the biomitigation area at the Prima Deshecha landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299PZ17	29	Prima Deshecha Landfill - Front Face Construction						
		Revenue:	0	0	2,750,000	0	0	0
		Expense:	0	0	2,750,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Prima Deshecha landfill front face construction.								
299PZ18	30	Prima Deshecha Landfill - Gate Improvement						
		Revenue:	0	200,000	0	0	0	0
		Expense:	0	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Landfill gate improvement at the Prima Deshecha landfill.								
299PZ19	31	Prima Deshecha Landfill - Gas Perimeter Probe Construction						
		Revenue:	0	200,000	0	0	0	0
		Expense:	0	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construction of Prima Deshecha Landfill Gas (LFG) Perimeter Probe.								
299PZ20	32	Prima Deshecha Landfill - Permanent Potable Water Connection to San Clemente						
		Revenue:	0	100,000	0	0	0	0
		Expense:	0	100,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Establish a permanent potable water connection to San Clemente for the Prima Deshecha landfill.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
299PZ21	33	Prima Deshecha Landfill - New Administration Building (Green Building)						
		Revenue:	0	0	4,000,000	0	0	0
		Expense:	0	0	4,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construction of a permanent administrative building (Green Building) at the Prima Deshecha landfill.								
299PZ22	34	Prima Deshecha Landfill - Fee Booth Relocation/Scale Addition (3 Scales)						
		Revenue:	0	0	0	0	1,000,000	0
		Expense:	0	0	0	0	1,000,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Relocation of the fee booths and the addition of three scales at the Prima Deshecha landfill.								
299PZ23	35	Prima Deshecha Landfill - La Pata Road Extension-Traffic Share						
		Revenue:	0	0	0	0	5,000,000	0
		Expense:	0	0	0	0	5,000,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Prima Deshecha landfill's extension-traffic share of La Pata Road.								
299PZ24	36	Prima Deshecha Landfill - Zone 1 Phase D1 Mass Excavation/Ground Water Protection						
		Revenue:	0	0	7,500,000	7,500,000	0	0
		Expense:	0	0	7,500,000	7,500,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Zone 1 phase D1 mass excavation/groundwater protection at the Prima Deshecha landfill.								
		Agency 299 Total Revenue:	3,950,000	25,100,000	44,540,000	47,900,000	34,930,000	10,350,000
		Agency 299 Total Expense:	3,950,000	25,100,000	44,540,000	47,900,000	34,930,000	10,350,000
		Agency 299 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 400

AGCY: 400 FLOOD CONTROL DISTRICT

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
400PZ01	1	Fullerton Creek - Knott to Western Ave						
		Revenue:	0	7,200,000	0	0	0	0
		Expense:	0	7,200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The existing geometric of this channel is a trapezoidal concrete-lined channel (26-ft. base width). This channel will ultimately be improved as a rectangular, concrete-lined channel (32-ft. wide). The length is approximately 2700 ft.						
400P003	2	East Garden Grove Wintersburg Channel - Graham to Warner						
		Revenue:	0	15,800,000	0	0	0	0
		Expense:	0	15,800,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The existing geometric of this channel is a trapezoidal channel (30-ft. base width) lined with rip rap. This channel will ultimately be improved as a rectangular channel, soft bottom (120-ft. wide) with vertical sheet pile walls. The length is approximately 5200 ft.						
400PZ02	3	San Juan Creek Channel - Phase I						
		Revenue:	0	7,300,000	0	0	0	0
		Expense:	0	7,300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The existing geometric of this channel is a trapezoidal channel (+200-ft. top width) with a majority lined with 4" concrete, other segments are lined with rip rap, and soft bottom. The interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road. The length is approximately 4000 ft.						

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
400PZ03	4	Westminster Channel - Hoover to Beach						
		Revenue:	0	0	4,200,000	0	0	0
		Expense:	0	0	4,200,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a combination of trapezoidal and rectangular channel, concrete lined. This channel will ultimately be improved as a concrete lined channel. The length is approximately 2500 ft.								
400PZ04	5	East Garden Grove Wintersburg Channel - Warner to Goldenwest						
		Revenue:	0	0	12,100,000	0	0	0
		Expense:	0	0	12,100,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel lined with rip rap. This channel will ultimately be improved as a rectangular channel, soft bottom (120-ft. wide) with vertical sheet pile walls. The length is approximately 3950 ft.								
400P002	6	East Garden Grove Wintersburg Channel - Haster Retarding Basin & Pump Station						
		Revenue:	0	0	13,000,000	0	0	0
		Expense:	0	0	13,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will improve the storage capacity of Haster Retarding Basin within the East Garden Grove Wintersburg Channel system. A new pump station and pumps are part of the project to regulate and optimize the flow from the basin downstream.								
400PZ06	7	East Garden Grove Wintersburg Channel - Oceanview Channel to Beach						
		Revenue:	0	0	0	6,000,000	0	0
		Expense:	0	0	0	6,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel lined with rip rap; this channel will ultimately be improved as a concrete-lined rectangular channel, (60-ft. wide). The length is approximately 2800 ft.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
400PZ07	8	Newland Storm Channel – Phase I						
		Revenue:	0	0	0	10,000,000	0	0
		Expense:	0	0	0	10,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This channel exists as a concrete-lined trapezoidal channel (6-ft. base width, and 7-ft. high). The ultimate channel has yet to be designed, but it may be a rectangular, concrete-lined channel 30-ft. wide and 8-ft. high (assuming no freeboard). Four crossings would need to be widened. The total combined length is approximately 4700 ft.								
400PZ08	9	Edinger Storm Channel						
		Revenue:	0	0	0	6,300,000	0	0
		Expense:	0	0	0	6,300,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Hydraulic analysis indicated that the Edinger Storm channel can be improved to carry the design discharge for a 10-year frequency storm by enlarging the constrictions at the I-405 Freeway and Edinger Avenue crossings. This project proposes to install a 48" reinforced concrete pipe (RCP) and an inlet transition structure at the I-405 Freeway, and a 60" RCP, inlet and outlet transition structures at Edinger Avenue. Said pipes will be installed parallel to the existing 63" RCP by a pipe jacking method to avoid disruption to traffic flow at the I-405 Freeway and to reduce construction costs due to the extremely high ground cover (over 30 ft. in height) at Edinger Avenue. The length is approximately 1700 ft.								
400PZ09	10	San Juan Creek Channel - Phase III						
		Revenue:	0	0	0	4,000,000	0	0
		Expense:	0	0	0	4,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel lined with 4" concrete and soft bottom. The interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road. The length is approximately 1800 ft.								
400PZ10	11	East Garden Grove Wintersburg Channel - Beach to Woodruff						
		Revenue:	0	0	0	0	3,600,000	0
		Expense:	0	0	0	0	3,600,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel (dimensions) lined with rip rap. This channel will ultimately be improved as a rectangular, concrete-lined channel (60-ft. wide). The length is approximately 2500 ft.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
400PZ11	12	San Juan Creek Channel - Phase IV						
		Revenue:	0	0	0	0	4,100,000	0
		Expense:	0	0	0	0	4,100,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel lined with 4" concrete and soft bottom. The interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road. The length is approximately 1800 ft.								
400L000	13	Undesignated Land						
		Revenue:	500,000	500,000	500,000	500,000	500,000	500,000
		Expense:	500,000	500,000	500,000	500,000	500,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Amount budgeted for change orders and unforeseen expenses for right-of-way and land purchases.								
400PZ05	14	San Juan Creek Channel - Phase II						
		Revenue:	0	0	4,000,000	0	0	0
		Expense:	0	0	4,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel (+200-ft. top width) lined with 4" concrete and soft bottom. The interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the right side of the channel at the edge of the existing maintenance road. The length is approximately 1800 ft.								
400PZ14	15	East Garden Grove Wintersburg Channel - Haster to Lampson						
		Revenue:	0	0	0	0	0	3,500,000
		Expense:	0	0	0	0	0	3,500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a single-cell, reinforced concrete box culvert (9-ft. wide by 6-ft. high). The ultimate improvements shall include the addition of a single-cell reinforced concrete box (RCB) of the same dimensions. The length is approximately 1150 ft.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
400PZ13	16	Newland Storm Channel - Phase II						
		Revenue:	0	0	0	0	0	10,000,000
		Expense:	0	0	0	0	0	10,000,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This channel exists as a concrete-lined trapezoidal channel (6-ft. base width, and 7-ft. high). The ultimate channel has yet to be designed, but may be a rectangular concrete-lined channel 30-ft. wide and 8-ft. high (assuming no freeboard). Four crossings would need to be widened. The total combined length is approximately 4700 ft.								
400PZ12	17	Trabuco Creek Channel						
		Revenue:	0	0	0	0	0	3,200,000
		Expense:	0	0	0	0	0	3,200,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal soft bottom (70-ft. base width); the side slopes are concrete-lined. The ultimate improvement of this channel is currently being designed. The length is approximately 2000 ft.								
400PZ15	18	Westminster Channel - Bolsa Chica Rd to Springdale St/Edinger Ave						
		Revenue:	0	0	0	0	11,700,000	0
		Expense:	0	0	0	0	11,700,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel (bottom width is 48-ft, height is 10-ft, side slope is 1.5:1), soft bottom, earthen slopes partially lined with rip rap. The ultimate improvements consist of an 80-ft wide soft bottom channel with 11-ft high walls; the channel underneath three bridges (Bolsa Chica Rd, Graham St, and Pedestrian bridge) will be protected and lined with concrete. The length is approximately 5500 ft.								
400PZ16	19	Westminster Channel - Springdale St/Edinger Ave to Downstream Bolsa Ave						
		Revenue:	0	0	0	0	11,700,000	0
		Expense:	0	0	0	0	11,700,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel (bottom width is 48-ft., height is 10-ft., side slope is 1.5:1), soft bottom, and earthen slopes partially lined with rip rap. The ultimate improvements consist of an 80-ft .wide soft bottom channel with 11-ft. high walls; and the channel underneath two bridges (High School and Marina Viking bridge) will be protected and lined with concrete. At McFadden Ave, a 16x9' reinforced concrete box (RCB) will be added to the existing triple 12x9' RCB. The ultimate channel upstream of McFadden is 68-ft. wide, soft bottom with 13-ft. high walls. The total length is approximately 5800 ft.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
400PZ17	20	San Juan Creek Channel Phase V - 2800' Upstream Stonehill Dr to 6200' Upstream Stonehill Dr						
		Revenue:	0	0	0	0	0	7,600,000
		Expense:	0	0	0	0	0	7,600,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel (+200-ft. top width) with a majority lined with 4" concrete, soft bottom. The interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road. The length is approximately 3400 ft.								
400PZ18	21	San Juan Creek Channel Phase VI - Stonehill Dr to 2200' Upstream Stonehill Dr						
		Revenue:	0	0	0	0	0	5,800,000
		Expense:	0	0	0	0	0	5,800,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: The existing geometric of this channel is a trapezoidal channel (+200-ft. top width) with a majority lined with 4" concrete, soft bottom. The interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road. The length is approximately 2800 ft.								
		Agency 400 Total Revenue:	500,000	30,800,000	33,800,000	26,800,000	31,600,000	30,600,000
		Agency 400 Total Expense:	500,000	30,800,000	33,800,000	26,800,000	31,600,000	30,600,000
		Agency 400 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 404

AGCY: 404 FLOOD CONTROL DISTRICT - CAPITAL

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
404L300	1	Prado Dam						
		Revenue:	0	24,585,000	12,160,000	10,000,000	13,000,000	14,000,000
		Reserves:	20,200,000	22,415,000	11,840,000	0	0	0
		Expense:	30,000,000	47,000,000	24,000,000	10,000,000	13,000,000	14,000,000
		Balance (Funded by NCC/FBA):	9,800,000	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Purchase of various parcels of land for the Prado Dam project. The cost of this project is partially offset by FBA.								
		Agency 404 Total Revenue:	20,200,000	47,000,000	24,000,000	10,000,000	13,000,000	14,000,000
		Agency 404 Total Expense:	30,000,000	47,000,000	24,000,000	10,000,000	13,000,000	14,000,000
		Agency 404 Balance (Funded by NCC/FBA):	9,800,000	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 405

AGCY: 405 HARBORS, BEACHES AND PARKS CSA NO. 26

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
405P001	1	Engineering Project Change Orders						
		Revenue:	150,000	75,000	0	0	0	0
		Expense:	150,000	75,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Annual lump sum to draw upon to cover approved project change orders, especially projects encumbered in a prior fiscal year. Provides funding for this annual need without specifically budgeting an amount for each individual project that was under construction in the prior year. Beginning FY 2007-08, the majority of this cost will be funded with the Harbors, Beaches & Parks Capital Projects Fund 406.								
405P568	2	George Key Ranch Park - Repair and Improve Main House						
		Revenue:	290,500	30,000	0	0	0	0
		Expense:	290,500	30,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Repair and improve the main house at Key Ranch Park using Proposition 12 park funds. This will close out this capital project that was initiated in Fund 405.								
		Agency 405 Total Revenue:	440,500	105,000	0	0	0	0
		Agency 405 Total Expense:	440,500	105,000	0	0	0	0
		Agency 405 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 406

AGCY: 406 HARBORS, BEACHES & PARKS CAPITAL

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
406P551	1	Santiago Creek Trail Extension						
		Revenue:	0	300,000	0	0	0	0
		Expense:	0	300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Extension of Santiago Creek Trail at Beazer Homes to be substantially funded with funds paid by the developer (Beazer) in lieu of completing the trail itself as conditioned in the development process.								
406P600	2	Clark Park - Paleo Interpretive Center Expansion						
		Revenue:	325,000	225,000	225,000	225,000	225,000	0
		Expense:	325,000	225,000	225,000	225,000	225,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 82 Other: 18								
Description: Expand existing Paleo Interpretive Center for displaying paleo archeology artifacts and conducting programs at Clark Park. Funded with previous allocation of general funds as approved by Board of Supervisors, with the exception of FY 2010-11 which will be funded instead with Harbors, Beaches & Parks revenues.								
406P613	3	Mile Square Park - New Office/ Replace Existing Small Office Building						
		Revenue:	0	725,000	0	0	0	0
		Expense:	0	725,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 87 Federal: 0 General Fund: 0 Other: 13								
Description: Design and construct new park office, replacing existing small office building. Provide all weather access for the public to conduct park business. The existing office structure is too small for assigned staff and to accommodate technology equipment required for conducting business. Funded by Prop 40 State grant funds as allocated by the Board of Supervisors. Projected completion mid 2009.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
406P616	4	Irvine Park - Various Park Entry Enhancements						
		Revenue:	425,000	400,000	0	0	0	0
		Expense:	425,000	400,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 3 Other: 97								
Description: Various park entry enhancements, including ranger station, entry kiosk, added entry parking, directional signage, and trail crossing improvements. Utilize \$389K funding provided by The Irvine Company for these specific improvements, as approved by Board of Supervisors in conjunction with granting The Irvine Company and Boy Scouts an access easement at park entry. Funded by the Irvine Company (97%) and Harbors, Beaches and Parks General funding (3%). Projected completion early 2008.								
406P710	5	Sunset Aquatic Park - Replace Existing Bridge						
		Revenue:	1,000,000	1,000,000	1,000,000	1,000,000	0	0
		Expense:	1,000,000	1,000,000	1,000,000	1,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 100 Other: 0								
Description: Replace the existing bridge which provides the only vehicular access to Sunset Aquatic Park, a County Harbors, Beaches & Parks (HBP) property leased to a private entity as a commercial marina and public boat launch/storage facility. The existing bridge was constructed in the late 1960s with a 15-year effective design life due to plans to expand and replace the original bridge. The bridge has outlived its original design life by 20+ years, and a review by structural engineers concludes that it needs to be replaced for public safety; the County is also responsible to the lessee for this. The Board of Supervisors has approved a funding allocation for this project from the County General Fund of \$1M for four consecutive years. Various other sources are being explored, including a low cost loan from the State Boating and Waterways. HBP general funding must make up any funding shortfall, up to 100% of project cost. Projected completion 2010.								
406P713	6	Santa Ana River - Youth Outreach Project						
		Revenue:	320,000	400,000	400,000	400,000	0	0
		Expense:	320,000	400,000	400,000	400,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 100 Other: 0								
Description: The purpose of this Santa Ana River Parkway project is to perform a planning study and to design and make capital improvements based on the study results, intended to transform as much of the Santa Ana River as possible into a recreational greenbelt. Resources & Development Management Department (RDMD) was directed by the Board of Supervisors to undertake this project, and the Board designated annual allocations of County General Funds over a four year period to fund the project effort.								
406P001	7	Engineering Project Change Orders						
		Revenue:	650,000	650,000	300,000	300,000	300,000	300,000
		Expense:	650,000	650,000	300,000	300,000	300,000	300,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Annual lump sum to draw upon to cover approved project change orders, especially projects encumbered in a prior fiscal year. Provides funding for this annual need without specifically budgeting an amount for each individual project that was under construction in the prior year.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
406P002	8	Unallocated Capital Projects						
		Revenue:	14,211,231	6,452,912	4,228,555	2,069,045	3,298,548	4,607,274
		Expense:	14,211,231	6,452,912	4,228,555	2,069,045	3,298,548	4,607,274
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Allocation of these capital project funds to be determined later, following development and approval of a comprehensive capital improvement plan and Board direction regarding Harbor, Beaches & Parks' Strategic Plan.								
406P741	9	Baby Beach - Study of Oloids System of Water Circulation						
		Revenue:	0	250,000	250,000	250,000	250,000	0
		Expense:	0	250,000	250,000	250,000	250,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: The purpose of this project is to complete a study of an "oloids" system of creating water circulation at the harbor's "Baby Beach" area, to improve the water quality conditions of this recreational facility. The project study and work is fully funded by a State Water Quality grant.								
406P682	10	Sunset Marina Park - Dredging of Harbor Main Channel						
		Revenue:	0	0	0	0	0	0
		Reserves:	0	0	0	300,000	1,800,000	0
		Expense:	0	0	0	300,000	1,800,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 85 Other: 15								
Description: Dredge harbor main channel as needed at Sunset Marina Park. Silt from the Edinger Flood Channel accumulates over time and must be removed by dredging in order to provide safe navigation of channel. Dredging of the marina is a County obligation under its lease with the marina operator. Harbors, Beaches & Parks (HBP) general funding 85%; lessee contribution 15% (note: HBP general funding includes \$500K rent annually from marina lessee). Projected completion 2011.								
		Agency 406 Total Revenue:	16,931,231	10,402,912	6,403,555	4,544,045	5,873,548	4,907,274
		Agency 406 Total Expense:	16,931,231	10,402,912	6,403,555	4,544,045	5,873,548	4,907,274
		Agency 406 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 459

AGCY: 459 N. TUSTIN LANDSCAPE & LIGHTING ASSESSMENT DISTRICT

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
459P000	1	Unallocated Capital Project						
		Revenue:	0	0	0	0	0	0
		Expense:	311,470	301,470	301,470	301,470	301,470	301,470
		Balance (Funded by NCC/FBA):	311,470	301,470	301,470	301,470	301,470	301,470
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Undesignated capital projects. The cost of this project is offset by FBA.								
459P101	2	Holderman Park						
		Revenue:	0	0	0	0	0	0
		Expense:	190,000	390,000	390,000	390,000	390,000	390,000
		Balance (Funded by NCC/FBA):	190,000	390,000	390,000	390,000	390,000	390,000
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Improvements for Holderman Park for public safety. The cost of this project is offset by FBA.								
459P102	3	Esplanade Greenbelt						
		Revenue:	0	0	0	0	0	0
		Expense:	250,000	250,000	250,000	250,000	250,000	250,000
		Balance (Funded by NCC/FBA):	250,000	250,000	250,000	250,000	250,000	250,000
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Improvements for Esplanade Greenbelt for public safety. The cost of this project is offset by FBA.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
459P517	4	Tustin Branch Trail						
		Revenue:	0	0	0	0	0	0
		Expense:	1,202,957	1,202,957	1,202,957	1,202,957	1,202,957	1,202,957
		Balance (Funded by NCC/FBA):	1,202,957	1,202,957	1,202,957	1,202,957	1,202,957	1,202,957
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Improvements for Tustin Branch Trail for public safety. The cost of this project is offset by FBA.						
		Agency 459 Total Revenue:	0	0	0	0	0	0
		Agency 459 Total Expense:	1,954,427	2,144,427	2,144,427	2,144,427	2,144,427	2,144,427
		Agency 459 Balance (Funded by NCC/FBA):	1,954,427	2,144,427	2,144,427	2,144,427	2,144,427	2,144,427

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P4 GENERAL GOVERNMENT SERVICES

FUND: 100

AGCY: 059 CLERK-RECORDER

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
059PZ01	1	Orange County Archives Expansion						
		Revenue:	0	1,000,000	200,000	200,000	200,000	200,000
		Expense:	0	1,000,000	200,000	200,000	200,000	200,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		<p>With the Orange County Archives on-going efforts to add to its already vast collections, the need for additional space to house these valuable materials is very evident. In addition, the department anticipates creating prominent display exhibits of some of the Archives collections to maximize public awareness and access to its materials.</p> <p>Depending on a variety of factors, it is estimated that annual costs will be approximately \$200,000, with the possibility of first year start up costs of approximately \$1,000,000 depending on location, purchase, renovation and lease issues.</p> <p>It is anticipated that the funding source for the above-referenced costs will come from the Clerk-Recorder's Special Revenue Fund (12D).</p>						
		Agency 059 Total Revenue:	0	1,000,000	200,000	200,000	200,000	200,000
		Agency 059 Total Expense:	0	1,000,000	200,000	200,000	200,000	200,000
		Agency 059 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P5 CAPITAL IMPROVEMENTS

FUND: 100

AGCY: 036 CAPITAL PROJECTS

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
036900	1	Various Capital Projects						
		Revenue:	44,363,393	5,232,118	0	0	0	0
		Expense:	79,172,897	30,364,995	20,058,370	14,665,665	14,804,370	13,427,000
		Balance (Funded by NCC/FBA):	34,809,504	25,132,877	20,058,370	14,665,665	14,804,370	13,427,000
Funding Source:		State: 30 Federal: 0 General Fund: 68 Other: 2						
Description:		This agency budgets for County-wide capital and maintenance projects which are funded primarily with General Funds. Allocations for most of the projects are made on an annual basis as part of the budget development cycle. Please see page 8 for project detail.						
		Agency 036 Total Revenue:	44,363,393	5,232,118	0	0	0	0
		Agency 036 Total Expense:	79,172,897	30,364,995	20,058,370	14,665,665	14,804,370	13,427,000
		Agency 036 Balance (Funded by NCC/FBA):	34,809,504	25,132,877	20,058,370	14,665,665	14,804,370	13,427,000

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P5 CAPITAL IMPROVEMENTS

FUND: 104

AGCY: 104 CRIMINAL JUSTICE FACILITIES - ACO

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
104900	1	Various Criminal Justice Facilities Capital/Maintenance Projects						
		Revenue:	1,656,761	2,129,630	2,253,909	2,372,929	2,497,252	2,624,353
		Expense:	7,723,157	2,129,630	2,253,909	2,372,929	2,497,252	2,624,353
		Balance (Funded by NCC/FBA):	6,066,396	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 100 Other: 0								
Description:			Revenues in this fund, received from Court fines, fees and penalties are used for: acquisition, debt service, maintenance, and operations of criminal justice facilities. Allocations for capital and maintenance projects are made on an annual basis as part of the budget development cycle. The Strategic Financial Plan (SFP) for Fund 104 reflects the need for various Probation Facilities Capital Improvement Master Plan projects and continuation of Debt Service payment for the Sheriff's Forensic Science Building, which is included in the baseline projections. The revenue in this fund is not sufficient to pay for full cost of Probation Facilities Capital Improvement Master Plan. The additional General Funds are requested in this SFP through Agency 036 Strategic Priority.					
			The FY 06-07 cost of this project is partially offset by FBA. Please see page 9 for project detail. Please note that the detail includes debt service, which is not shown here.					
		Agency 104 Total Revenue:	1,656,761	2,129,630	2,253,909	2,372,929	2,497,252	2,624,353
		Agency 104 Total Expense:	7,723,157	2,129,630	2,253,909	2,372,929	2,497,252	2,624,353
		Agency 104 Balance (Funded by NCC/FBA):	6,066,396	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P7 INSURANCE, RESERVES & MISC

FUND: 296

AGCY: 296 TRANSPORTATION INTERNAL SERVICE FUND

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
296P700	1	Stormwater Pollution-Civic Center Fueling & Car Wash						
		Revenue:	30,000	30,000	30,000	30,000	30,000	30,000
		Expense:	30,000	30,000	30,000	30,000	30,000	30,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This capital project is a multi-project, multi-year implementation for stormwater pollution prevention. The project consists of assessment to seek ways to control runoff as National Pollutant Discharge Elimination System (NPDES) dictates for stormwater management. Requirement is mandated by NPDES municipal stormwater permits.								
296P701	2	Stormwater Pollution-Civic Center Transportation Repair Facility						
		Revenue:	23,250	30,000	30,000	30,000	30,000	30,000
		Expense:	23,250	30,000	30,000	30,000	30,000	30,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This capital project is a multi-project, multi-year implementation for stormwater pollution prevention. The project consists of assessment to seek ways to control runoff as National Pollutant Discharge Elimination System (NPDES) dictates for stormwater management. Requirement is mandated by NPDES municipal stormwater permits.								
296P702	3	Stormwater Pollution-Fruit Street Fueling and Car Wash						
		Revenue:	30,000	30,000	30,000	30,000	30,000	30,000
		Expense:	30,000	30,000	30,000	30,000	30,000	30,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This capital project is a multi-project, multi-year implementation for stormwater pollution prevention. The project consists of assessment to seek ways to control runoff as National Pollutant Discharge Elimination System (NPDES) dictates for stormwater management. Requirement is mandated by NPDES municipal stormwater permits.								
296P703	4	Civic Center Garage Expansion						
		Revenue:	200,000	200,000	0	0	0	0
		Expense:	200,000	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Construct centralized office locations for the fleet mechanic supervisors at the Civic Center Garage.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
296P704	5	Modify Civic Center Garage Air Ventilation						
		Revenue:	55,000	200,000	0	0	0	0
		Expense:	55,000	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Modification to improve the air circulation in the Civic Center Garage.								
296P725	6	County-Wide Alternative Fuel Capability						
		Revenue:	1,000,000	1,000,000	0	0	0	0
		Expense:	1,000,000	1,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 55 Federal: 15 General Fund: 0 Other: 30								
Description: Develop infrastructure to support the use of Compressed Natural Gas (CNG) and Bio-diesel fuels by County vehicles. South Coast Air Quality Management District (SCAQMD) has mandated that vehicle fleet operators convert their existing fleets to use alternative fuels.								
296PZ01	7	Katella Yard Relocation						
		Revenue:	0	0	400,000	0	0	0
		Expense:	0	0	400,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Relocation of the Transportation Fleet at Katella Yard due to the possible sale of the Katella Yard Facilities.								
296PZ02	8	Phase II - Enhanced Vapor Recovery Upgrade/South Coast Air Quality Mgmt. Dist. (SCAQMD) Permits						
		Revenue:	0	58,334	16,666	0	0	0
		Expense:	0	58,334	16,666	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Phase II - Enhanced Vapor Recovery (EVR) upgrade and the South Coast Air Quality Management District permits - consultant services. This is a mandated project to be completed by January 2009.								

Org	Seq#	Capital Project Description	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
296PZ03	9	Underground Dispenser and 15 Fuel Dispensers						
		Revenue:	0	333,332	166,668	0	0	0
		Expense:	0	333,332	166,668	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Replacement of 15 Underground Dispenser Containment and 15 Fuel Dispensers are mandated for completion by January 2009. Funding in FY07/08 is recommended to secure consulting, engineering, permits and complete construction by the mandated deadline.								
296PZ04	10	Replace Fuel and Vapor Recovery Piping						
		Revenue:	0	233,332	116,668	0	0	0
		Expense:	0	233,332	116,668	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Transportation Fueling Sites - Replace Fuel & Vapor Recovery Piping; this will be done in conjunction with the dispenser containment replacement.								
		Agency 296 Total Revenue:	1,338,250	2,114,998	790,002	90,000	90,000	90,000
		Agency 296 Total Expense:	1,338,250	2,114,998	790,002	90,000	90,000	90,000
		Agency 296 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

		County Totals	FY 06-07 Budget	FY 07-08 Forecast	FY 08-09 Forecast	FY 09-10 Forecast	FY 10-11 Forecast	FY 11-12 Forecast
		General Fund Revenue Total:	45,197,756	6,482,118	2,200,000	2,595,134	200,000	200,000
		General Fund Expense Total:	80,007,260	32,071,495	22,875,450	18,515,257	15,893,751	14,385,556
		General Fund Balance:	34,809,504	25,589,377	20,675,450	15,920,123	15,693,751	14,185,556
		Non-General Fund Revenue Total:	145,795,413	193,536,421	165,324,302	204,728,927	264,324,465	195,494,646
		Non-General Fund Expense Total:	186,147,448	215,010,060	180,093,729	206,873,354	266,468,892	197,639,073
		Non-General Fund Balance:	40,352,035	21,473,639	14,769,427	2,144,427	2,144,427	2,144,427
		County Revenue Total:	190,993,169	200,018,539	167,524,302	207,324,061	264,524,465	195,694,646
		County Expense Total:	266,154,708	247,081,555	202,969,179	225,388,611	282,362,643	212,024,629
		County Fund Balance:	75,161,539	47,063,016	35,444,877	18,064,550	17,838,178	16,329,983

Strategic Priorities

STRATEGIC PRIORITIES

One of the major functions of the Strategic Financial Plan (SFP) is to identify major initiatives, both programmatic and infrastructure related, which are not currently addressed in the baseline operations of the County's Agencies and Departments, or which have high community awareness. These initiatives are referred to as Strategic Priorities and may include existing programs, new programs, program expansion, innovative partnerships with the community, new facilities and major technology enhancements.

Strategic Priorities are characterized by the following basic criteria:

- Significant in Cost Impact - items exceeding \$1 million, particularly those that would require County General Purpose Revenue.
- Community Awareness – items that should be on everybody's radar screen, e.g. "at risk youth," urban runoff, health issues, etc.
- Outcomes – item should have measurable results so that the item can be evaluated from time to time on the basis of objective results.
- Personnel – item may impact current work activities and/or require new positions.
- Efficient – item achieves the desired results in a pragmatic and cost effective manner.
- Strategic – item may have a long range impact on County government and the community it serves.

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. A total of 38 continuing and newly identified Strategic Priorities were presented at the SFP Department Head Meeting on November 2, 2006. Of the 38 Strategic Priorities submitted by departments, 33 requested Net County Cost (NCC) funding. During the meeting, Department Heads ranked/prioritized the 33 Strategic Priorities. The five remaining Strategic Priorities are funded without NCC and are recognized as issues to be brought to the Board's attention. Results of the ranking/prioritizing process conducted during the Department Head Meeting are reflected on the following pages. This process resulted in identification of the "Top 10" Strategic Priorities for presentation to the Board of Supervisors. While not all of the Strategic Priorities can be ranked into the Top 10, these priorities are brought forth as issues requiring the Board's focus and attention. Following the list of the Top 10 Strategic Priorities is a list of the remaining 28 Strategic Priorities in Program/Agency order.

As mentioned previously, the primary focus of the SFP is programs and resources funded from General Purpose revenues (Net County Cost); however, many of the Strategic Priorities can be funded from dedicated revenue sources (e.g., State and Federal grants). Based upon County Executive Office and department staff review to identify potential funding sources and strategies for implementation of the Top 10 Strategic Priorities, the following funding recommendations were approved by the Board:

Funding Recommendations for the Top 10 Strategic Priorities

1. Water Quality and Watershed Protection
Recommend \$1.25 million NCC per year for five years for a total of \$6.25 million (continues the \$1 million allocated one-time in FY 06-07 and adds an additional \$250,000).
2. County Facilities Master Plan
Recommend \$20 million in FY 07-08 and FY 08-09 for a total of \$40 million NCC to partially fund this Strategic Priority.
3. Information Technology Strategic Planning Tactical Goals
Recommend \$2 million NCC per year beginning FY 08/09 through FY 11/12 for a total of \$8 million.
4. District Attorney High Tech Crime Unit Expansion
Recommend deferral of funding until future Strategic Financial Plans. This Strategic Priority does not request NCC funding until FY 12-13, at which time \$4.8 million per year is requested. The District Attorney was allocated \$710,000 NCC per year in the 2005 Strategic Financial Plan for this Strategic Priority.
5. Tustin Family Campus
Recommend \$6.5 million in FY 07-08 and \$7.8 million in FY 08-09 for a total of \$14.3 million NCC to fully fund the construction costs of this Strategic Priority request. The Social Services Agency has committed to funding the ongoing operating cost.
6. James A. Musick Facility Expansion
Recommend \$2.4 million in FY 07-08 and \$13.6 million in FY 08-09 for a total of \$16 million NCC toward the cost of facility design. The balance of the request for these two fiscal years (\$16 million) will be funded by excess Public Safety Sales Tax monies rolled from Agency 060 to Fund 14B at year end. A \$60 million decrease to the General Fund Strategic Priority Reserve-Unallocated (current balance is \$102 million) is recommended for down payment on the debt financing of facility construction to help reduce the debt service payment amount. An additional \$10 million per year for the remaining three years of the plan is recommended for debt service payments on the construction of the facility. Total NCC allocation to this project over the five years is \$46 million. It is recommended that the Sheriff fund the ongoing operating cost.
7. Affordable Housing
Recommend \$1.2 million NCC per year for five years for a total of \$6 million. An additional \$1 million is available in Fund 15B.
8. Healthy Eating and Physical Activity Program
Recommend \$500,000 per year for five years for a total of \$2.5 million NCC, contingent upon a match of outside funds.

9. Forensic Science DNA Program (Sheriff)
Recommend funding department's original request of \$6.3 million NCC over the five year plan period (FY 07-08 - \$1.5M; \$1.2M each of the following four years).
10. Adult Re-Entry Program
Recommend no NCC funding; recommend department seek grant funding.

Funding Recommendations for Other Strategic Priorities

Recommend a \$20 million increase to reserves for funding of the Court 3-2-1-Basement project.

The recommendations above total \$149 million.

2006 Strategic Priorities			
<u>Department</u>			<u>Top 10 Strategic Priorities</u>
Watershed (034)	C	1	Water Quality and Watershed Protection
Capital Projects (036)	N	2	County Facilities Master Plan
Data Systems Dev (038)	N	3	Information Technology Strategic Planning Tactical Goals
District Attorney (026)	C	4	District Attorney High Tech Crime Unit Expansion
Social Services Agency (063)	C	5	Tustin Family Campus
Sheriff-Coroner (060)	C	6	James A. Musick Facility Expansion
Housing & Comm Svcs (15G)	C	7	Affordable Housing
Health Care Agency (042)	C	8	Healthy Eating and Physical Activity Program
Sheriff-Coroner (060)	N	9	Forensic Science DNA Program
Probation (057)	N	10	Adult Re-Entry Program
<u>Department</u>			<u>Other Strategic Priorities</u>
<i>Program I – Public Protection</i>			
District Attorney (026)	N	11	Task Force Review Aimed at Catching Killers, Rapists and Sex Offenders (TracKRS) Unit Expansion (No NCC Requested)
Emergency Management (032)	C	12	Loma Ridge Facility Expansion
Probation (057)	C	13	Juvenile Hall - New Facility
Probation (057)	N	14	New South County Field Services Office
Sheriff-Coroner (060)	C	15	Patrol Video Surveillance Replacement
Sheriff-Coroner (060)	C	16	Sheriff Facility Maintenance/Repair Plan
Sheriff-Coroner (060)	C	17	Theo Lacy Support Facilities
Sheriff-Coroner (060)	C	18	Jail Closed Circuit TV Video Systems
Sheriff-Coroner (060)	N	19	Computer-Aided Dispatch/Records Mgmt System & Mobile Systems Upgrade
Sheriff-Coroner (060)	C	20	New Substation & Increase Staff for South Operations
Sheriff-Coroner (060)	N	21	In Custody Rehabilitation Program
<i>Program II – Community Services</i>			
Community Services (012)	N	22	211 Operations
Community Services (012)	N	23	Community Multipurpose Service Center
Health Care Agency (042)	C	24	Enhanced Disease Surveillance
Health Care Agency (042)	C	25	Non-Contract Custody Patients
Social Services Agency (063)	C	26	Child Welfare Services
Social Services Agency (063)	N	27	North County Integrated Regional Services Center
Social Services Agency (063)	N	28	Adult Protective Services Caseload
Housing & Comm Svcs (15G)	N	29	Community Centers Funding
<i>Program III – Infrastructure & Environmental Resources</i>			
Dana Point Harbor (108)	C	30	Dana Point Harbor Revitalization (No NCC Requested)

<u>Department</u>			<u>Other Strategic Priorities (continued)</u>
<i>Program IV – General Government Services</i>			
Assessor (002)	C	31	Assessor South County Public Service Center
Clerk-Recorder (059)	N	32	New North Orange County Branch Clerk-Recorder Office (No NCC Requested)
<i>Program V – Capital Improvements</i>			
Capital Projects (036)	N	33	Probation Facilities Master Plan
Capital Projects (036)	C	34	Central Justice Center Floor 3-2-1-Basement Rehabilitation
800 MHz CCCS (15L)	C	35	800 MHz Countywide Coordinated Communications System (CCCS) Upgrade
800 MHz CCCS (15L)	C	36	800 MHz Radio Replacement
<i>Program VII – Insurance, Reserves and Miscellaneous</i>			
Information Technology (289)	C	37	Replacement of IBM Mainframe (No NCC Requested)
Information Technology (289)	C	38	Replacement of OCTNET (Voice System) Switch (No NCC Requested)

C = Continuing Strategic Priority

N = New Strategic Priority

1. Water Quality and Watershed Protection

1 - Water Quality and Watershed Protection

1. Program Area:

INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

2. Identify agencies and departments involved.

Resources and Development Management Department

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

Previously identified, this remains an unfunded mandate.

4. Provide a description of the project/program - what it is and what it will achieve.

Water pollution degrades surface waters making them unsafe for drinking, fishing, swimming and other activities. As authorized by the Clean Water Act, Water Code 13267/13225 Directives and Total Maximum Daily Load (TMDL) load allocations, the National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating non-point sources that discharge pollutants into waters of the United States. Since 1990, operators of stormwater systems such as Orange County's have been required to:

1. Obtain a National Pollutant Discharge Elimination System (NPDES) permit.

2. Develop a stormwater management program designed to comply with the NPDES permit that prevents harmful pollutants from being dumped or washed by stormwater runoff into the stormwater system, then discharged into local water.

The most pressing challenge the County faces is the Regional Water Board's continued imposition of costly unfunded mandates. While we have been successful in meeting previous mandates with limited resources, we have been unsuccessful in identifying a dedicated funding source. These additional mandates have placed an increased burden on the number of staff and resources currently allocated to watershed protection. Future NPDES permit requirements will set the bar higher with each new permit based on the knowledge gained and the success achieved during each permit term. These new mandates will force our implementation efforts and our current program to grow. Per Board direction in early 2006 and subsequent direction by CEO the stormwater program, TMDL program, the watershed program and water quality & engineering and coastal engineering will be synthesized into a Watershed Management Area (WMA) for the entire county into three (3) WMA's,

north, central and south areas. This revamped governance will begin development in FY 2007-08. This restructured WMA program will require that we analyze current staffing and levels of management to provide an efficient organizational model. It has been recognized that the current County General Fund Net County Cost Target is insufficient to provide adequate funding for water quality monitoring and treatment as mandated. Since the inception of the Watershed & Coastal Resources Division in 2001, Agency 034 has not been able to meet its Net County Cost Target. As a result, yearly operating transfers from the Flood Fund 400 have been required to fund this Net County Cost shortfall. The Flood Fund has contributed \$19.7M over the last five and a half years in order to meet the CEO established Net County Cost Target. This long-term contribution has placed a financial strain on the Flood fund since only a portion of the \$19.7M contribution is being reimbursed. The current Fiscal Year 06-07 budget includes a Flood fund contribution of \$2.7M in order for Watershed & Coastal Resources to meet its Net County Cost target.

If this Strategic Priority is not approved the Flood fund will contribute an additional \$30M to support unfunded Watershed & Coastal Resources mandates over the next ten years to insure that the Watershed & Coastal Resources Fund will meet its CEO Net County Cost Target.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

4 Environmental Resource Specialists III
1 Civil Engineer

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

During the FY 06/07 budget hearings, the Board directed that CEO and Watershed program staff work together and bring recommendations to them with regard to future funding alternatives for Fund 034 Watershed and Coastal Resources. On 6/27/06, CEO staff met with RDMD Budget Staff to learn how the Watershed budget is developed. CEO staff is proposing to meet with Watershed Program Staff to gain an overall understanding of WCR programs including:

- WCR mandates, level of service mandated, unfunded mandates
- General Fund and/or Flood obligation for unfunded mandates
- Components of WCR NCC
- Requirement for various capital projects and funding
- Multi-year Strategic Financial Plan/Capital Plan

- Efforts to secure alternate funding e.g. Measure M, Grants, etc.

After these meetings, CEO, RDMD Budget and Program staff will jointly formulate alternative funding recommendations and strengthen the justifications for the need of additional funding in WCR.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Public health risk for Orange County residents.

9. Is this program/project mandated or discretionary?

This program is mandated under the Federal Clean Water Act.

10. Identify implementation period if funding were available.

This program is already underway.

1 - Water Quality and Watershed Protection											
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Agency Ongoing Cost Total	0	0	0	0	0	0	0	0	0	0	0
I. Cost											
One-Time Costs											
No One-Time Costs	0	0	0	0	0	0	0	0	0	0	0
Agency Cost Total	0	0	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Other Financing Sources	-1,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000
Agency Revenue Total	-1,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000
III. General Fund Requirement	1,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Recommend \$1.25 million NCC per year for five years for a total of \$6.25 million (continues the \$1 million allocated one-time in FY 06-07 and adds an additional \$250,000).

2. County Facilities Master Plan

2 - County Facilities Master Plan

1. Program Area:

CAPITAL IMPROVEMENTS

2. Identify agencies and departments involved.

County Executive Office (CEO), Health Care Agency (HCA) and Resources & Development Management Department (RDMD).

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

This is a new Strategic Priority.

4. Provide a description of the project/program - what it is and what it will achieve.

On June 28, 2005, the Board approved consultant M. Arthur Gensler Jr. & Associates, Inc., dba Gensler, to complete a County Facilities Master Plan study to identify needs for County facilities. The study was conducted for all existing County owned and leased County facilities except facilities owned or leased by John Wayne Airport, Integrated Waste Management Department, Harbors, Beaches and Parks, Road, Flood and Sheriff. On October 17, 2006, the Board approved the County Facilities Master Plan (FMP) with 15 recommendations from RDMD/Real Estate staff requesting various studies and directives to implement critical items of the County FMP. This Strategic Priority would identify possible financial needs if the consultant's recommendations are fully implemented. The actual need and alternatives may vary from the consultant's recommendations. This Strategic Priority will address recommended, estimated cost needs in the amount of \$46.5 million for the following priority properties:

1. \$5.4 million - New, Central Storage facility at 1119 Chestnut Street, Santa Ana. (10/17/06 Agenda Staff Report Item #6)

The County Records Center is at full capacity, and there is an immediate need for additional immediate access and long term record storage. The current structures at Chestnut are deteriorated, and this parcel of land is underutilized. Construction of a new 70,000 - 80,000 square foot central storage facility at the Chestnut Avenue site would enable many of the County's storage leases to be eliminated. The Strategic Priority includes an \$8.5 million total capital project cost for the Chestnut Storage facility offset by a \$3.1 million storage rent savings, resulting in a \$5.4 million net General Fund request.

2. \$5.0 - Move Animal Control facility to County Operations Center.
(10/17/06 Agenda Staff Report Item #'s 8 & 9)

The existing Animal Control facility is deteriorated and inadequate; and there are so many unresolved variables to the existing site, including a Right-of-Way easement that bisects the site. Consequently, building a new facility at the County Operations Center is the most realistic option. The existing Animal Control facility could be demolished and the land could be recaptured for Sheriff's visitor parking/or any alternative use. The Strategic Priority includes a \$12 million total capital project cost for the Animal Control facility at County Operation Center offset by a \$2 million parking fee revenue (@\$240,000/yr) and a \$5 million transfer from Designated Special Revenue Fund, resulting in a \$5 million net General Fund request.

3. (\$17.4 million) - Move Fruit Street complex to County Operations Center
(10/17/06 Agenda Staff Report Item #9)

The Fruit Street facilities are seriously outdated and need to be replaced. The real estate potential of the Fruit Street complex is higher than its present use. This is an excellent opportunity to take advantage of a strong housing market and sell/develop for market rate housing and relocate RDMD staff to new facilities at County Operations Center. The Strategic Priority includes a \$26.1 million total capital project cost for the Fruit Street facility at County Operation Center offset by a \$43.5 million proceed from the sale of the Fruit Street property, resulting in a \$17.4 million net savings to the General Fund.

4. \$43.6 million - New Health Care Agency facility at 17th Street, Santa Ana.
(10/17/06 Agenda Staff Report Item #7)

The 17th Street facility is deteriorating, and upgrades are no longer practical. In addition, it would be problematic to find a suitable replacement site for the lab due to environmental and possible community issues. The existing, large site provides enough flexibility to construct the new clinic and lab in phased-site rebuilding while maintaining existing operations. This Strategic Priority includes a \$46.5 million capital project cost for the new Health Care facility offset by a \$2.9 million retail rental revenue on an estimated 15,000 square feet, resulting in a \$43.6 million net General Fund request.

5. \$2.2 million - Renovation of Civic Center Building 16.
(10/17/06 Agenda Staff Report Item #4)

The building is in good condition structurally, but the interior must be rehabilitated. The renovation of this building for use by the Alternate & Associate Public Defender would save \$500,000 in annual rent by eliminating the Public Defender leases at 600 W. Santa Ana Blvd. In addition, the Public Defender would gain operational efficiency since they already occupy the adjacent Building 14 and could more efficiently utilize their space in both buildings. There may be other

alternatives which will be identified after conducting a comprehensive study. This Strategic Priority includes recommendations made by the consultants. RDMD/Real Estate staff estimate rehabilitation costs at \$6.7 million, although the consultant's estimate is \$4.1 million. RDMD/Real Estate's estimate includes 140 parking spaces and cost escalation to 2007. The Strategic Priority includes a \$6.7 million total capital project cost for the Building 16 rehabilitation offset by a \$4.5 million total lease cost savings to Public Defender (@\$500,000/yr), resulting in a \$2.2 million net General Fund request.

6. \$7.7 million - Minor rehabilitation of Buildings B & C and addition of parking at County Operations Center.

(10/17/06 Agenda Staff Report #9)

There is significant opportunity to expand the role of 1300 S. Grand as an operational and regional hub. Upon completion of a Master Plan for this site, minor renovation and re-planning of Buildings B & C will allow for reconfiguration of existing space to enhance space utilization and ultimately reduce occupancy costs. The FMP suggests evaluating the benefits of consolidating and relocating the Clerk Recorder to this location, as well as configuring the site to accommodate the relocated functions such as the Animal Control facility and RDMD Facilities Operations group from the Fruit Street complex.

This Strategic Priority includes only priority properties that were referred to in the 10/17/06 Agenda Staff Report (ASR) for Board recommendation. Additional priority properties that were mentioned in the 10/17/06 Agenda Staff Report that have not been addressed in this Strategic Priority include: Katella Yard, Probation Facility (Santa Ana), South County Justice Center, Santa Ana Blvd., Tustin Marine Corps Air Station and El Toro Marine Corps Air Station. In addition, there are other recommendations in the FMP Report which would require additional financial resources. Additional funds related to the FMP would be identified in a future Strategic Priority. RDMD and CEO staff will work together with other departments to address the remaining needs of the FMP.

In FY 06/07, the Board approved \$2.5 million for the FMP, which would be used to address other directives mentioned in the 10/17/06 ASR.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

N/A

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).**
General Fund 100%

Please refer to the attached spreadsheet for funding information.

- 8. Identify community awareness (stakeholders).**
Orange County residents, Health Care Agency and Resources & Development
Management Department.

- 9. Is this program/project mandated or discretionary?**
Discretionary.

- 10. Identify implementation period if funding were available.**
FY 07/08 through FY 11/12.

2 - County Facilities Master Plan											
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
Fixed Assets	2,500,000	27,200,000	80,300,000	0	0	0	0	0	0	0	0
Agency One-Time Cost Total	2,500,000	27,200,000	80,300,000	0	0	0	0	0	0	0	0
Total Cost											
Fixed Assets	0	27,200,000	80,300,000	0	0	0	0	0	0	0	0
Agency Ongoing Cost Total	0	27,200,000	80,300,000	0	0	0	0	0	0	0	0
Agency Cost Total	0	27,200,000	80,300,000	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Rev. From Use of Money and Property	0	0	960,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000
Miscellaneous Revenue	0	5,000,000	0	0	0	0	0	0	0	0	0
Other Financing Sources	0	0	43,500,000	0	0	0	0	0	0	0	0
Agency Revenue Total	0	5,000,000	44,460,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000
III. General Fund Requirement	0	22,200,000	35,840,000	-1,445,000	-1,445,000	-1,445,000	-1,445,000	-1,445,000	-1,445,000	-1,445,000	-1,445,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Recommend \$20 million in FY 07-08 and FY 08-09 for a total of \$40 million NCC to partially fund this Strategic Priority.

3. Information Technology Strategic Planning Tactical Goals

3 - Information Technology Strategic Planning Tactical Goals

1. Program Area:

CAPITAL IMPROVEMENTS

2. Identify agencies and departments involved.

Countywide

Program Area: Information Technology, Program # 5

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

New

4. Provide a description of the project/program - what it is and what it will achieve.

The Information Technology Working Group was established in the beginning of 2006 to focus on improving the County's Information Technology (IT) operations. The IT Working Group created the IT Strategic Planning Project in April 2006. The major focuses of this effort are:

- Increase staff productivity
- Review cost saving opportunities
- Measure the effectiveness of services provided to the public, and the effectiveness of the IT operation
- Respond rapidly to public/governmental service requests or mandates, and assess their impact on existing IT environments
- Obtain information quickly for strategic decision making, tactical and operational planning, and budgeting
- Utilize technology to improve the quality of public services
- Meet information needs that cross County agency and departmental boundaries
- Implement IT applications that are on time, within budget and that meet customer expectations
- Effectively manage technology complexity and associated costs

Based on County Business Drivers of service leadership to its constituents, operational effectiveness, fiscal responsibility and resource optimization, the IT strategic goals to accomplish during this Strategic Planning process include:

- To align technology with business needs, "Business Drives IT"

- Prioritize business driven IT plans and funding
- Improve and streamline IT processes
- Develop Countywide technology architecture, "Building Blocks"
- Streamline processes for creating and implementing Countywide standards, guidelines and IT best practices
- Create an IT strategic vision to support the Agencies/Departments' strategic missions
- Develop a plan that will enable County to transition to a "Digital County of Orange" via transformed and re-engineered procedures; increased availability of management decision making information; and more global use of supporting technology, tools, and skills training that will optimize County resources

The Countywide IT Strategic Planning Project will result in a five-year strategic plan and a three-year tactical project plan driven by business needs. The tactical projects (not including current and approved initiatives) are anticipated to center on the following:

eGovernment

Develop new applications to support delivery of County Services on-line; this includes expanding the County's Content Management System.

Enterprise Document Management System

Conduct a study of current and potential document imaging and management by County agencies and departments to ascertain where file and document storage space and costs can be reduced and develop cost-effective standards, recommendations and priorities for Countywide document management.

Build out existing Geographical Information Services Applications from 2006 Needs Assessment

Improve Countywide management of location based information by leveraging internet and intranet access to meet the needs of the County's agencies and departments through data sharing of regional base map programs and expansion of the GIS repository with Public Safety.

Enterprise Information Security Program

To ensure that the County's information systems and infrastructure are secure and that privacy and confidentiality regulations are maintained, an overall Countywide IT Security Program will be developed and maintained. This ongoing effort will require continued awareness training, hardware and software design, and implementation and maintenance, along with the labor required to support such a program.

CEO/IT Continued Virtual Server Consolidation

Leverage the County's server consolidation opportunities for cost savings.

Roll-out Enterprise Business Management Process Automation

Continued automation of the County's enterprise business processes. Business process automation will support the transition from manual processing to an automated workflow process (form, electronic storage, and document/image processing, etc.) at all levels of the organization.

Business Process Modeling

Tools to support Business Process Modeling

Decision Support Systems implementation

Implement data repository for Decision Support System and tools to support.

Data Center Co-Location Model Implementation

Leverage the County's Data Center (space and services) for cost savings.

Mainframe applications/modules migration

Ensure applications and modules (above and beyond the financial and HR applications) are transitioned appropriately from the mainframe to a new environment.

County Service Center (311)

Build out the County's Service Center (311).

Electronic Records Management and Archiving System

Archival automation of the County's electronic records such as email and electronic documents in accordance with the County's records retention schedule.

Enterprise Project Portfolio Management (Project Management Application)

Integration of additional modules; Interface modules that will allow Countywide time tracking integration for both County and Contracted labor to track real costs of projects and initiatives; additional modules to include resource demand analysis and strategic initiative planning/alignment.

Enterprise Architecture

Start to implement the County's shared components across the County as delineated from the County's IT Strategic Plan.

eLearning

Many areas within the County provide training and class scheduling. Enterprise eLearning tools will greatly benefit the County by meeting departments'

administrative, scheduling and reporting needs.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

Some existing staff will be dedicated to various initiatives, and the positions identified below will be requested in the FY 06-07 First Quarter Budget Report for addition to Agency 017. Other staffing will be provided through contract staffing. Preliminary estimates for staffing are as follows:

Position Number	FY Covered
2 Program Managers (Admin Mgr. III)	2007-2012
1 Enterprise Architect (Admin Mgr. III)	2007-2012
1 Project Manager (Admin Mgr. II)	2007-2012

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

General Fund and recovered as specific customer needs are identified.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Taxpayers, Cities, County & Special Districts.

9. Is this program/project mandated or discretionary?

Discretionary.

10. Identify implementation period if funding were available.

This is multi-phase and multi-year project that is estimated to go through fiscal year 2007-2012.

3 - Information Technology Strategic Planning Tactical Goals											
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
IT Strategic Planning Tactical Projects	3,050,000	6,640,500	4,560,000	2,635,000	2,035,000	1,535,000	0	0	0	0	0
Agency One-Time Cost Total	3,050,000	6,640,500	4,560,000	2,635,000	2,035,000	1,535,000	0	0	0	0	0
Total Cost											
Services & Supplies	0	5,770,500	3,615,000	2,225,000	1,710,000	1,260,000	0	0	0	0	0
Fixed Assets	0	870,000	945,000	410,000	325,000	275,000	0	0	0	0	0
Agency Ongoing Cost Total	0	6,640,500	4,560,000	2,635,000	2,035,000	1,535,000	0	0	0	0	0
Agency Cost Total	0	6,640,500	4,560,000	2,635,000	2,035,000	1,535,000	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	6,640,500	4,560,000	2,635,000	2,035,000	1,535,000	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Recommend \$2 million NCC per year beginning FY 08/09 through FY 11/12 for a total of \$8 million.

4. District Attorney High Tech Crime Unit Expansion

4 - District Attorney High Tech Crime Unit Expansion

1. Program Area:

PUBLIC PROTECTION

2. Identify agencies and departments involved.

Office of the District Attorney.

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

The Office of the District Attorney established a High Tech Crime Unit in FY 2005/2006 that combines two prior approved strategic funding priorities of High Tech Crime and Identity Theft.

Funding for this program was approved by the Board of Supervisors on December 13, 2005 as Strategic Priority #7a of the 2005 Top 10 Strategic Priorities. The Office has moved the program forward and is continuing to increase the ability to prosecute crimes that involve criminals who use technology in the commission of their crimes. Specially trained investigators, attorneys, and technicians are assigned to both computer forensics and prosecution of these cases. Crimes involving technology and computers continue to grow; therefore, use of technology in proving and prosecuting high tech crimes is expected to continue.

4. Provide a description of the project/program - what it is and what it will achieve.

Crimes involving the use of computers and other technology are growing at a rapid rate as our residents become more dependent on computers, cell phones and electronic devices such as PDAs and iPods. This is true nationally, as well as, in Orange County. The widespread use of the internet means that predators, identity thieves and fraudsters have anonymous access into the homes and workplaces of our residents. We have experienced a countywide increase in the number of search warrants that involve the seizure and subsequent search of computers and other devices with memory capacity. Valuable evidence is often developed from seized computers. This leads to criminal convictions. Prosecuting high tech cases successfully requires specially trained computer experts who are able to conduct forensic computer examinations. Their work leads to admissible evidence and convictions. The Orange County District Attorney High Tech Crime Unit, established in 2005, is addressing the issue of high technology crimes by providing trained personnel and equipment to handle these complex cases.

The High Tech Crime Unit has increased the amount of computer data analyzed because of increased forensic staffing as well as the increase in the number of cases involving computer seizures:

2004	66 cases	6.8 terabytes of data
2005	83 cases	7.6 terabytes of data
2006	93 cases	63 terabytes of data*

* Year to date statistics. Increases in data analyzed are related to a more accurate infrastructure that is now used to measure data analyzed as well as an influx of seizures involving portable storage devices such as cell phones, iPods, DVD/CDs and USB external storage devices.

Some examples of cases that have used High Tech methods and personnel include:

A recent joint investigation with local law enforcement involving communications from internet predators to a fictitious child. The sting operation resulted in 15 arrests of persons who were attempting to prey on local kids.

Several ongoing investigations and prosecutions involving organized Identity Theft rings that use notebook computers, cell phones, thumb drives and PDAs to store information. When those devices were examined forensically, they resulted in linkages between persons and have led to more than 30 arrests to date.

Investigations and prosecutions of those using the storage capacity in iPods and other devices to store child pornography. If there is a technical capability for seizing and searching the information on portable storage devices, it will result in increased detection and conviction of predators who traffic in child pornography and who often store the images in "safe" portable formats.

The ability to utilize technology is important to successful criminal prosecutions because jurors expect 21st century technology to be employed to solve crimes. Television programs create an expectation in the minds of jurors that a wide range of technical and electronic testing is available in all criminal cases, the so-call "CSI effect." This requires the Office of the District Attorney to continue to invest in technical advances, trained personnel and equipment to be successful in prosecuting 21st century criminals. There is a need to use specially trained attorneys and investigators to vertically prosecute complex high tech crime cases or those criminals who use technology will remain a step ahead.

Many types of crimes can fall within the ambit of high tech crime:

Identity Theft:

Identity theft is the fastest growing area of criminal fraud. The problem is enormous and is likely to continue to grow as our residents continue to become more technology dependent. Identity theft encompasses a variety of schemes and criminals, from unsophisticated persons who steal credit cards and then use them all the way to sophisticated criminal rings that harvest personal information from databases for use and sale. Stolen identity information can translate into fraudulent real estate purchases, theft from merchants, banks and businesses, false medical billing and destruction of a victim's financial holdings. Identity theft produces large dollar losses for credit card companies, banks and businesses that must pass the costs along to consumers. Sophisticated or simple, tracking down these criminals requires extensive investigation as well as use of high tech tools such as forensic analysis of digital devices and the use of forensic accountants to track the flow of money through bank accounts.

Criminal Fraud:

Every kind of major fraud activity such as investment fraud, real estate fraud, embezzlement, medical insurance fraud, and workers' compensation fraud involves the use of sophisticated technology to perpetrate the fraud. Many cases have hundreds of victims and millions of dollars in loss. In Orange County, the number of cases with a victim loss exceeding \$100,000 is common and many major fraud cases involve more than \$1 million in loss. In one ongoing case, \$96 million in fraudulent health insurance billings were generated in an eight-month period. This enormous prosecution has 3 terabytes of data and has resulted in prosecution of 16 suspects to date. Criminals prey on the elderly or vulnerable in our county using schemes to mislead and confuse them into fraudulent investments, often using the anonymity of the internet.

Gang Crime:

Computers and portable storage devices such as cell phones and iPods are now common communication devices found in the possession of criminal street gang members. Some gangs have become deeply involved in identity theft, while others use communication devices to identify potential rivals or to identify targets for theft or robbery. Frequently, photos from cell phones have been used to prove gang-related crimes.

Internet Predators/Child Pornography:

Forensic analysis of computers has been the most important tool in identifying those who traffic in the exploitation of children through child pornography. Pedophiles frequently use the internet, including instant messaging features, to troll for victims and often misrepresent themselves as children or computer game enthusiasts. The

process of analyzing computers to uncover this evidence is extremely complex and time consuming but critical to protecting our children.

Internet Crimes:

Criminals of all kinds seek out vulnerable victims using the internet by capitalizing on the relative anonymity of the cyber world. Web sites exist to mislead people and to "phish" (illegally obtaining identifying data over the internet) for victims. Stalkers use the internet to locate and track their victims and then to threaten them at their homes and workplaces. Because these criminals are faceless, we rely on cyber-footprints left on computers to identify them.

Violent Crimes:

Homicide, rape, drug trafficking and domestic violence are common cases in which searches of computers, PDAs, cell phones and other electronic devices lead to evidence that can be used in court. The number of computer searches has increased dramatically in the past few years to the point that nearly every serious felony has some warrant activity related to computers.

Criminal Trials:

There is an increased need for sophisticated presentation tools in criminal trials and a high cost associated with hiring outside expert witnesses to perform these tasks. Some examples of work that is done internally in a high tech unit without hiring outside experts are reviewing and enhancing video/audio footage, analyzing and preserving information in digital devices, seizing and reviewing financial data and bank records as well as testifying in court as persuasive witnesses in these areas. Many outside experts charge in excess of \$300 per hour, so maintaining an adequate staff of forensic accountants and forensic computer analysts to do these tasks is cost effective and provides prosecutors with a quality source of analysis and information. Quick access to this type of evidence will result in a greater ability to successfully prosecute these crimes, bring the criminals to justice, freeze assets and hold those assets to help repay victims. In a recent complex case, \$7 million was ordered in restitution plus \$2 million for the cost of prosecution and frozen assets are being sold to pay the victims back.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

Current staffing includes:

- 2 Senior Deputy Attorney
- 1 Supervising Attorney's Investigator
- 1 Investigator
- 1 Senior Technical Systems Specialist
- 2 Technical Systems Specialist

We propose to add the following staff in each year, building incremental growth into the program:

FY 2007/2008:

- 1 Senior Deputy Attorney
- 4 Investigator
- 1 Paralegal
- 1 Investigative Assistant
- 2 Technical Systems Specialist
- 2 Senior Technical Systems Specialist
- 1 Investigator Auditor
- 1 Attorney's Clerk

FY 2008/2009:

- 1 Senior Deputy Attorney
- 2 Investigator
- 1 Paralegal
- 1 Investigative Assistant
- 2 Technical Systems Specialist
- 1 Investigator Auditor
- 1 Attorney's Clerk

FY 2009/2010:

- 1 Senior Deputy Attorney
- 1 Investigator
- 1 Technical Systems Specialist
- 1 Investigator Auditor
- 1 Attorney's Clerk

FY 2010/2011:

- 1 Senior Deputy Attorney
- 1 Investigator
- 1 Paralegal
- 1 Investigative Assistant
- 1 Technical Systems Specialist
- 1 Investigator Auditor
- 1 Attorney's Clerk

FY 2011/2012:

- 1 Senior Deputy Attorney
- 1 Investigator
- 1 Investigative Assistant

1 Technical Systems Specialist
1 Senior Technical Systems Specialist

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

The Board of Supervisors approved earmarking federal Southwest Border Prosecution Initiative Funds associated with the prosecution of federally referred/declined cases to partially fund this program in FY 2007/2008. The Office funds the remaining balance of program costs from the District Attorney's portion of Fund 14B reserves up to FY 2011/2012. We are continuing to seek any additional funding sources that would supplement this funding. While the private sector would like to provide assistance, we are prohibited by conflict of interest provisions that would prevent us from accepting funding from a private source such as a victim or business group. Receipt of private funding to support the program could result in the District Attorney's Office being recused from prosecutions.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Orange County residents and local law enforcement agencies.

9. Is this program/project mandated or discretionary?

Prosecution of fraud is mandated by the California Penal Code.

10. Identify implementation period if funding were available.

Program has already been implemented.

4 - District Attorney High Tech Crime Unit Expansion											
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
Equipment purchases	0	600,000	140,000	290,000	0	0	0	0	0	0	0
Agency One-Time Cost Total	0	600,000	140,000	290,000	0	0	0	0	0	0	0
Total Cost											
Salaries & Benefits	699,550	1,395,488	2,343,636	2,999,646	3,769,218	4,456,748	4,456,748	4,456,748	4,456,748	4,456,748	4,456,748
Services & Supplies	11,848	716,068	266,553	425,629	386,200	365,850	365,850	365,850	365,850	365,850	365,850
Fixed Assets	0	600,000	140,000	290,000	0	0	0	0	0	0	0
Agency Ongoing Cost Total	0	2,711,556	2,750,189	3,715,275	4,155,418	4,822,598	4,822,598	4,822,598	4,822,598	4,822,598	4,822,598
Agency Cost Total	0	2,711,556	2,750,189	3,715,275	4,155,418	4,822,598	4,822,598	4,822,598	4,822,598	4,822,598	4,822,598
II. Non-General Fund Revenue											
Intergovernmental Revenues	11,398	1,200,000	0	0	0	0	0	0	0	0	0
Other Financing Sources	0	1,511,556	2,750,189	3,715,275	4,155,418	4,822,598	0	0	0	0	0
Agency Revenue Total	700,000	2,711,556	2,750,189	3,715,275	4,155,418	4,822,598	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	4,822,598	4,822,598	4,822,598	4,822,598	4,822,598
IV. Staffing											
Attorney's Clerk II	0	1	2	3	4	4	4	4	4	4	4
Investigative Assistant, Da	0	1	2	2	3	4	4	4	4	4	4
Investigative Auditor, Da	0	1	2	3	4	4	4	4	4	4	4
Investigator	0	4	6	7	8	9	9	9	9	9	9
Paralegal	0	1	2	2	3	3	3	3	3	3	3
Senior Deputy Attorney	0	1	2	3	4	5	5	5	5	5	5
Senior Technical Systems Spec	0	2	2	2	2	3	3	3	3	3	3
Technical Systems Specialist	0	2	4	5	6	7	7	7	7	7	7
Agency Position Total	0	13	22	27	34	39	39	39	39	39	39

Recommend deferral of funding until future Strategic Financial Plans. This Strategic Priority does not request NCC funding until FY 12-13, at which time \$4.8 million per year is requested. The District Attorney was allocated \$710,000 NCC per year in the 2005 Strategic Financial Plan for this Strategic Priority.

5. Tustin Family Campus

5 - Tustin Family Campus

1. Program Area:

COMMUNITY SERVICES

2. Identify agencies and departments involved.

Social Services Agency (SSA) Children and Family Services (CFS) Division and the Facilities and Maintenance Fund.

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

This Strategic Priority was identified in the FY 1999-2000 Strategic Financial Plan, however, it was delayed by the Department of Navy final conveyance of the land to the County.

4. Provide a description of the project/program - what it is and what it will achieve.

The Federal government conveyed four acres of land to SSA for the purpose of providing a public health benefit to the residents of Orange County. The deed stipulates that the property must be in "use" by April 4, 2009. Based on the historical and projected needs for at risk children and families in Orange County, it was determined that a multi-treatment campus would best address the needs of this population. The proposed project is called The Tustin Family Campus and includes five program duplexes with ten "family style" residential homes and an administrative building to house program staff, receive children pending placement decisions, and host meetings with family members and community-based organization representatives.

The architect and engineering firm of Patrick Sullivan Associates was contracted for the original design of the site in 1998 and has returned to update and complete the project. This project is in the City of Tustin and, as a result, they must concur on all design plans prior to Plan Check as a part of the collaborative. Construction of the facility is scheduled to begin fall 2007 with completion in early 2009. Once completed, the Tustin Family Campus will utilize a collaborative and community-based approach to provide the following services:

Early Intervention/Placement Diversion Services for at risk children
Acute Treatment Intervention for abused/neglected children
Substance Abuse Services for mothers with children
Transitional Youth Services for emancipating foster care youths
Parent Educational Services

The Residential Dwelling duplex units will house the following programs:

Emancipated Youth Services (1 duplex, 2 homes) will provide temporary transitional housing and independent living skills services for up to 14 youths, ages 18 to 21, who have emancipated from CFS. The emancipated youth will voluntarily participate in the program. The goal of the program is to provide youth with resources in a supportive environment that allows them to learn and practice the life skills that they will need to be independent, self-sufficient adults.

Specialized Group Home (1 duplex, 2 homes) will provide temporary transitional residential intensive treatment intervention for up to 12 adolescents (6 youths per family dwelling). The program utilizes a “house parent” model and includes an attached apartment that serves as living quarters for the house parent(s). There will also be staff to ensure 24-hour supervision.

Sibling Cottage (1 duplex, 2 homes) will provide temporary transitional residential treatment intervention for 12 to 18 children in sibling groups. The program utilizes a “house parent” model and includes an attached apartment that serves as living quarters for the house parent(s). There will also be staff to ensure 24-hour supervision.

Dependency Drug Court Mothers (2 duplexes, 4 homes) will provide temporary transitional residential support and housing for mothers undergoing treatment for substance abuse while learning to care for their children. The participants will be referred from the Juvenile Dependency Drug Court program.

The program administration building will house the following services that will be managed and staffed by CFS:

The First Step Assessment Center was implemented on October 15, 2003 and will be relocated to the Tustin Family Campus. This 24-hour emergency assessment center provides a safe haven for children while social workers complete emergency assessments for potential placement with relatives or non-related extended family members. Since its inception, First Step has diverted approximately 37% of at-risk children from entry into Orangewood Children’s Home.

CFS’s Diversion Program will be relocated to the Tustin Family Campus. The Diversion Program social workers are the initial contact people for all calls coming into the County’s emergency shelter, Orangewood Children’s Home. These workers are responsible for assessing and evaluating all diversion alternatives for children referred to protective custody.

Team Decision Making (TDM) services will be expanded allowing TDMs to be conducted at the Tustin Family Campus. TDMs facilitate a discussion regarding the child's safety involving family members, community advocates, mental health providers, faith-based organizations, educational partners, CFS staff, and others. TDMs further seek to identify and coordinate the use of community-based services for clients. The goal of the TDM process is to effectively intervene at critical points in the life of a case in order to arrive at a child placement plan that addresses both safety and permanence. TDMs often result in diverting children safely to less restrictive and less costly service alternatives and more family-centered placements.

The administration building will also host the following contracted services:

Parent Child Interaction Therapy (PCIT) is an effective parenting treatment model, which will be available to clients at the Tustin Family Campus. There will be three fully equipped and furnished PCIT rooms so that two PCIT sessions can run simultaneously. An interior observation room, fully equipped with the required PCIT equipment and technology, will adjoin two playrooms. The interior observation room will have two, one-way mirrors looking into each of the two playrooms. The observation room design includes the technology necessary for a therapist to observe family interaction in the playroom and communicate with a headset/microphone device to the parent and/or caregiver who will have a "bug-in-the-ear" device.

Physician/Registered Nurse medical services will be available to all clients at the Tustin Family Campus. These services will be provided in a collaborative effort with the Health Care Agency (HCA).

Behavioral Health Services mental health services will be available and provided by HCA.

SSA anticipates releasing a Request for Proposal (RFP) for the contracted services in FY 2007-08. All residential setting services, described above, will be provided by non-profit community-based organizations. SSA staff will be located in the administration building since it will house the First Step Assessment Center and the Placement/Diversion Program.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

Yes, it is anticipated that the following positions will be needed in FY 2008-09: 1 Program Manager I/Admin Mgr I, 1 Receptionist (Information Processing Technician), 1 Secretary I, 1 Sheriff's Special Officer (cost-applied from the Sheriff's Dept).

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

Construction Costs from Fund 14T and General Fund.

Ongoing costs from Federal, State, and local funds.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

City of Tustin, Health Care Agency, Social Services Agency, community and faith based organizations, foundations, community leaders, and residents of Orange County.

9. Is this program/project mandated or discretionary?

The Tustin Family Campus is designed to help CFS meet expectations delineated in the Systems Improvement Plan (SIP), which was approved by the Board of Supervisors and the California Department of Social Services. The services to be provided include family reunification, family maintenance, and emergency response services. All of these interventions are mandated and the SIP is a requirement of AB 636.

10. Identify implementation period if funding were available.

Three years.

5 - Tustin Family Campus

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
Design Costs	0	400,000	200,000	0	0	0	0	0	0	0	0
Design Administration	0	52,000	26,000	0	0	0	0	0	0	0	0
Construction Costs	0	11,250,000	11,250,000	0	0	0	0	0	0	0	0
Construction Contingency	0	1,125,000	1,125,000	0	0	0	0	0	0	0	0
Construction Administration	0	550,000	550,000	0	0	0	0	0	0	0	0
Outfitting and Furniture Costs/Move In	0	0	1,130,200	0	0	0	0	0	0	0	0
Fixes Assets - Golf Cart	0	0	11,550	0	0	0	0	0	0	0	0
Agency One-Time Cost Total	0	13,377,000	14,292,750	0	0	0	0	0	0	0	0
Total Cost											
Salaries & Benefits	0	0	190,014	195,948	200,514	205,157	205,157	205,157	205,157	205,157	205,157
Services & Supplies	0	0	1,345,036	460,064	473,761	487,869	502,400	517,367	532,783	548,661	538,920
Fixed Assets	0	0	11,550	0	0	0	0	0	0	0	0
Fixed Assets	0	13,377,000	13,151,000	0	0	0	0	0	0	0	0
Agency Ongoing Cost Total	0	13,377,000	14,697,600	656,012	674,275	693,026	707,557	722,524	737,940	753,818	744,077
Agency Cost Total	0	13,377,000	14,697,600	656,012	674,275	693,026	707,557	722,524	737,940	753,818	744,077
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	0	404,850	656,012	674,275	693,026	707,557	722,524	737,940	753,818	744,077
Other Financing Sources	0	6,918,000	6,500,000	0	0	0	0	0	0	0	0
Agency Revenue Total	0	6,918,000	6,904,850	656,012	674,275	693,026	707,557	722,524	737,940	753,818	744,077
III. General Fund Requirement	0	6,459,000	7,792,750	0	0	0	0	0	0	0	0
IV. Staffing											
Administrative Manager I	0	0	1	1	1	1	1	1	1	1	1
Information Processing Tech	0	0	1	1	1	1	1	1	1	1	1
Secretary I	0	0	1	1	1	1	1	1	1	1	1
Agency Position Total	0	0	3	3	3	3	3	3	3	3	3

Recommend \$6.5 million in FY 07-08 and \$7.8 million in FY 08-09 for a total of \$14.3 million NCC to fully fund the construction costs of this Strategic Priority request. The Social Services Agency has committed to funding the ongoing operating cost.

6. James A. Musick Facility Expansion

6 - James A. Musick Facility Expansion

1. Program Area:

PUBLIC PROTECTION

2. Identify agencies and departments involved.

Sheriff Agency 060 - James A. Musick Facility (SC15)

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

Previously requested. Request additional jail beds and staffing needs due to increased inmate population.

4. Provide a description of the project/program - what it is and what it will achieve.

Currently, all inmate housing modules in the new buildings at Theo Lacy are occupied. The Sheriff Department's projection for additional jail beds by the year 2010 is 2,020 beds, which include two components:

1. Beds to address inmate population growth: The Sheriff projects the need for 1,020 beds to house the projected inmate population by 2010.

2. Replacement of "temporary" facilities: The "temporary" tents and modular wooden barracks at Musick need to be replaced. These facilities hold 1,000 beds.

The County traditionally has not been able to add jail beds quickly enough to meet the increasing demand for jail beds. This resulted in over-crowded jail facilities, early release of convicted criminals, site and release programs, law suits, and court orders. The final build-out of Theo Lacy has allowed the County to catch up to the current need for jail beds. However, at this time the jail system is once again full; the next phase of jail expansion, at Musick, will take 5 to 7 years to plan, design, and construct; and the County has facilities at Musick that need to be replaced. Additional jail beds at Musick will be needed to avoid early release of convicted criminals in the future.

The Musick Master Plan is anticipated to be completed in FY 07-08 at which time funding for design of the first phase of expansion will be needed.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

Yes, a preliminary rough estimate is that 210 new positions will be needed; however, staffing requirements will be analyzed in more detail as part of the Master Plan.

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

\$7.7 million is available in Fund 14Q for design and construction of the Central Laundry Facility. Another \$5 million is potentially available from sale of land at Musick for Alton Parkway. A State bond issue for Jail construction has been discussed in Sacramento, however, at this time there is no formal proposal for such a bond issue. The remaining required funding is from the General Fund.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Orange County Public Safety Agencies, residents, cities.

9. Is this program/project mandated or discretionary?

Discretionary.

10. Identify implementation period if funding were available.

FY 07-08

6 - James A. Musick Facility Expansion											
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
Central Laundry, Central Kitchen/ Remodel Kitchens, Warehouse, Admin Bldg, Beds, Site Work, Infrastructure	0	23,100,000	21,600,000	175,000,000	0	0	7,000,000	0	0	0	0
Agency One-Time Cost Total	0	23,100,000	21,600,000	175,000,000	0	0	7,000,000	0	0	0	0
Total Cost											
Salaries & Benefits	0	0	0	0	0	0	29,000,000	29,986,000	31,005,524	32,059,712	33,181,802
Services & Supplies	0	3,100,000	21,600,000	0	0	0	12,000,000	5,170,000	5,345,780	5,527,537	5,721,000
Fixed Assets	0	20,000,000	0	175,000,000	0	0	0	0	0	0	0
Agency Ongoing Cost Total	0	23,100,000	21,600,000	175,000,000	0	0	41,000,000	35,156,000	36,351,304	37,587,249	38,902,802
Agency Cost Total	0	23,100,000	21,600,000	175,000,000	0	0	41,000,000	35,156,000	36,351,304	37,587,249	38,902,802
II. Non-General Fund Revenue											
Rev. From Use of Money and Property	0	5,000,000	0	0	0	0	0	0	0	0	0
Miscellaneous Revenue	0	7,700,000	0	0	0	0	0	0	0	0	0
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	12,700,000	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	10,400,000	21,600,000	175,000,000	0	0	41,000,000	35,156,000	36,351,304	37,587,249	38,902,802
IV. Staffing											
To Be Determined	0	0	0	0	0	0	0	0	0	0	0

Recommend \$2.4 million in FY 07-08 and \$13.6 million in FY 08-09 for a total of \$16 million NCC toward the cost of facility design. The balance of the request for these two fiscal years (\$16 million) will be funded by excess Public Safety Sales Tax monies rolled from Agency 060 to Fund 14B at year end. A \$60 million decrease to the General Fund Strategic Priority Reserve-Unallocated (current balance is \$102 million) is recommended for down payment on the debt financing of facility construction to help reduce the debt service payment amount. An additional \$10 million per year for the remaining three years of the plan is recommended for debt service payments on the construction of the facility. Total NCC allocation to this project over the five years is \$46 million. It is recommended that the Sheriff fund the ongoing operating cost.

7. Affordable Housing

7 - Affordable Housing

1. **Program Area:**
COMMUNITY SERVICES
2. **Identify agencies and departments involved.**
Housing and Community Services
3. **Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.**
Previously Identified.

With the approval of 60 acres dedicated to the County through the Rancho Mission Viejo (RMV) Development Agreement, there is an additional need for the County to identify on-going, long-term financing for affordable housing. Additional financing sources to fund the \$50,000 to \$75,000 per affordable unit will need to be identified in order not to jeopardize the development of this 60 acres (approximately 1800 units) in the future.

4. **Provide a description of the project/program - what it is and what it will achieve.**

Home prices and rents continue at an all time high, and the 2006 housing market continues to appreciate, creating additional pressure and affordability problems for Orange County residents.

- Orange County is the fifth highest rent county in the United States.
- In July 2006, the median price of all homes in Orange County was \$639,000.
- In June 2006, the average rent in Orange and LA Counties was \$1,510

The housing climate shows no signs of abating in the near future without direct collaborative efforts by the County, Cities, developers, and non-profits.

During the 2001 Strategic Planning Cycle, the Board of Supervisors identified the affordable housing crisis as its number two Strategic Priority and committed general funds over a four-year period beginning in FY 02/03. Unfortunately, in FY 02/03 the Board was faced with serious fiscal problems that necessitated the reallocation of the Affordable Housing funding to operational needs. Although general funds have not been committed, the Board's on-going support for affordable housing as a Strategic Priority has been instrumental in keeping the issue at the forefront.

Not only does this climate impact the residents of Orange County, it also has an impact on the business community. The lack of affordable housing in the County has a direct negative impact on attracting and retaining skilled employees for numerous corporations.

To address the issue, the Regional Housing Needs Assessment (RHNA) calls for the development of 22,687 additional housing units in the unincorporated area of Orange County, of which 2,950 units are needed for low-income households at or below 80% of the Area Median Income (AMI) and 4,084 are needed for very low-income households at or below 50% AMI. Based on the County's recent Housing Element Update status report, the 2,950 units needed for low-income households have been realized.

The difficulty in developing projects that focus on meeting the 50% AMI is the need for deeper subsidies to fill the "gap." Traditionally, 75-80% of the total development costs for affordable housing projects are funded through 9% tax credits, HUD SuperNOFA grants, tax-exempt bonds, conventional financing, and equity. The 20-25% unfunded "gap" in affordable housing projects must be covered by other resources such as local funding, or other means of financing.

In the past several years, a \$20,000 per unit subsidy was achieved due to the County's ability to effectively partner with Cities and developers to leverage funding. However, recent development trends show a need for additional subsidy due to the rising land and construction costs. Additionally, the County is focusing on developments in unincorporated areas, which will require substantially more subsidy per unit (up to \$50,000 to \$75,000 per unit depending on the size and type of development).

Through legislative efforts AB 661 became law in 2002. This County-sponsored legislation allows County Redevelopment housing funds to be invested in affordable housing projects anywhere in the County if specific conditions are met. However, the AB 661 legislation also requires the County to make diligent efforts in using redevelopment funds for affordable housing in unincorporated areas first.

Since 2000, HCS has issued NOFA's that have resulted in the Board of Supervisors approving 1,955 new units for financing, leveraging over \$335 Million.

HCS has aggressively pursued additional leveraging opportunities to fill the gap. Most recently, HCS has entered into an Memorandum of Understanding with the Health Care Agency (HCA) to utilize \$9.4 million in Mental Health Services Act (MHSA) one-time housing funds to address the housing needs of the homeless mentally ill.

The Housing Assistance Division of HCS increased rental assistance allocations in its Section 8 Rental Assistance Program between 2000 and 2003. HCS submitted three competitive applications to HUD and was awarded a total of 2,102 new Housing Vouchers. An additional 264 Vouchers were received to assist residents of three Opt Out projects. This expanded Section 8 rental assistance resources by almost 30%, enabling HCS to assist up to 9,619 households.

Additionally, the Board of Supervisors approved housing opportunities overlay zone regulations in January 2006, which allows the development of affordable housing on industrial/commercially-zoned property. The implementation of the overlay zone regulations was an obligation set forth in the County's Housing Element.

In previous Strategic Financial Plan write-ups, HCS has indicated that the need for additional "gap" financing from the County will be reevaluated on an "annual basis." To date, HCS has used local Redevelopment set-aside, Housing Authority Operating Reserves, Single Family Bond refinancing funds, and Federal CDBG & HOME funds to fill the financing "gap" in affordable housing without the use of general funds. However, starting FY 07-08, HCS estimates that they will have committed all financing other than HOME & Redevelopment funding.

Additionally, the development of the 60 acres (approx. 1800 units) through the RMV Development Agreement for rental affordable rental housing is estimated to need \$9,000,000 a year starting in 08/09. This increased demand for "gap" financing will require either additional Redevelopment (an increase in the 20% set-aside), general funds, and/or other financing sources to supplement the existing HOME & Redevelopment funding.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

Not at this time. However, in the current FY 06/07 budget, and continuing with the FY 07/08 budget, the decrease in federal revenues and increase in staff and employee benefits has meant position deletions including one in the Housing Development section, which is directly involved in the development of affordable housing.

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

HCS currently has \$9.1 million in uncommitted housing funds available for the construction of affordable housing. These funds consist of HOME and

redevelopment set-aside funds (currently budgeted). The annual allocation of funds distributed to the County for affordable housing development is approximately \$1.4 million in HOME funds and approximately \$4,000,000 in redevelopment set-aside funding.

The funds available through State HCD housing programs, such as the Multifamily Housing Program (MHP) and the Emergency Housing Assistance Program (EHAP), funded through Proposition 46, have been exhausted. A new bond measure, Proposition 1C, seeks to continue these programs if passed in November. However, these State programs require local investment or matching funds to make a development competitive for funding. The County's ability to match or fund part of the gap affects how we leverage these resources to provide more affordable units in the County.

In addition to minimal state funding, HCS receives federal funding from a number of different federal programs such as the Section 8 Rental Assistance program and community development programs (e.g. CDBG, HOME, ESG).

HCS also receives local funding from the Orange County Development Agency (OCDA) for the administration and disbursement of local redevelopment dollars.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Housing and Community Services, Orange County residents, OC business community, and developers.

9. Is this program/project mandated or discretionary?

Discretionary. The County's Housing Element which is required under state law provides strategies for the County to accomplish meeting the regional housing needs assessment goals. One of those strategies included \$34.8 million in general funds that has since been recaptured.

10. Identify implementation period if funding were available.

If funding were available in FY 07/08, the development of new units of affordable housing as a result of this funding would occur over a two to four year period of time. HCS anticipates being able to fund current developments with existing resources. However, beginning in FY 08/09, with the anticipated funding commitment for the first affordable housing units in the Ranch, HCS predicts that either additional Redevelopment (an increase in the 20% set-aside), or general funds, and/or another financing source under the County's control would be needed to supplement the existing HOME & Redevelopment funding.

7 - Affordable Housing

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
No One-Time Costs	0	0	0	0	0	0	0	0	0	0	0
Salaries & Benefits	0	564,813	581,757	599,210	617,186	635,702	654,773	674,416	694,649	708,542	729,798
Services & Supplies	0	379,367	383,160	390,824	398,640	398,640	398,640	398,640	398,640	398,640	398,640
Other Charges	0	11,055,820	12,456,886	16,000,000	14,000,000	11,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
Agency Ongoing Cost Total	0	12,000,000	13,421,803	16,990,034	15,015,826	12,034,342	10,053,413	10,073,056	10,093,289	10,107,182	10,128,438
Agency Cost Total	0	12,000,000	13,421,803	16,990,034	15,015,826	12,034,342	10,053,413	10,073,056	10,093,289	10,107,182	10,128,438
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	3,000,000	2,500,000	2,000,000	2,000,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Other Financing Sources	0	9,000,000	6,000,000	6,000,000	5,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Agency Revenue Total	0	12,000,000	8,500,000	8,000,000	7,000,000	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000
III. General Fund Requirement	0	0	4,921,803	8,990,034	8,015,826	6,634,342	4,653,413	4,673,056	4,693,289	4,707,182	4,728,438
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Recommend \$1.2 million NCC per year for five years for a total of \$6 million. An additional \$1 million is available in Fund 15B.

8. Health Eating and Physical Activity Program

8 - Healthy Eating and Physical Activity Program

1. Program Area:

COMMUNITY SERVICES

2. Identify agencies and departments involved.

Health Care Agency (HCA)

3. Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.

This is a previously identified strategic priority. Despite not being funded for FY 2006-07, Public Health Services (PHS) was able to implement some portions of the Phase I plan by utilizing existing resources. However, much remains to be done for Phase I, and Phase II (community) interventions cannot start without new funding.

4. Provide a description of the project/program - what it is and what it will achieve.

The Health Care Agency (HCA) proposes to implement a comprehensive, multi-staged healthy eating and physical activity program to reduce the prevalence of overweight and obesity in Orange County. The target populations for this program will consist of community members, schools, worksites, and service providers. An evidence-based approach that focuses on raising community awareness, educating the public and providers, building a treatment infrastructure, and effecting changes in community organizations will be utilized. The program will complement the efforts of existing community coalitions working on policy, advocacy and environmental changes to improve healthy eating and physical activity. Expected outcomes include: 1) increased community awareness of the importance of healthy eating and physical activity; 2) positive changes in knowledge, attitudes and behaviors related to healthy eating and physical activity among community members; 3) increased numbers of healthcare providers following evidence-based/best-available practice guidelines for the management of overweight and obesity and of those at risk for these conditions; 4) the provision of free or low cost treatment services for overweight children through contracted community providers; 5) increased capacity of community organizations to implement changes leading to healthy eating and increased physical activity; and 6) a system to monitor the prevalence of overweight among children and teens and overweight and obesity among adults as well as their levels of healthy eating and physical activity.

In Orange County, the percentage of overweight children ages two to five has increased from 16.3 percent in 2001 to 17 percent in 2002. Similarly, the percentage

of overweight children ages five to twenty has increased from 19.7 percent in 2001 to 21.1 percent in 2002 (Children and Families Commission of Orange County, 2004). This is significant since overweight and obesity acquired during childhood and adolescence may persist into adulthood and increase the risk for chronic diseases, including diabetes type 2, cardiovascular disease and hypertension (The Surgeon General's Overweight in Children and Adolescents, 2000, cited in Children and Families Commission of Orange County, 2004). Approximately half (50.2 percent) of Orange County adults were overweight or obese in 2003 (California Health Interview Survey, 2003).

Poor diet and physical inactivity were the second leading actual cause of death in the United States in the year 2000, approaching smoking as the number one actual cause (Mokdad, Marks, Stroup & Gerberding, 2004). Eating too many calories and not getting enough physical activity result in an energy imbalance, and are contributing factors for overweight and obesity (USDHHS, 2001). Overweight and obesity increase the risk for hypertension, dyslipidemia (high levels of cholesterol or triglycerides), type 2 diabetes, coronary heart disease, stroke, gallbladder disease, osteoarthritis, sleep apnea and respiratory problems and some cancers (USDHHS, 2005). Since 41 percent of Orange County deaths in 2001 were from cardiovascular and hypertensive diseases and diabetes (California Department of Health Services, 2004), addressing poor diet and physical inactivity is of vital importance in reducing morbidity and mortality.

To help reduce the prevalence of obesity and overweight, the Centers for Disease Control and Prevention (CDC) recommends that teens engage in vigorous physical activity three or more days per week for 60 or more minutes per occasion. Similarly, adults (ages 18 and older) should engage in moderate/vigorous physical activity for at least 30 minutes per day on most days of the week (United States Department of Health and Human Services, 2005). However, approximately four in ten (39 percent) of Orange County teens (ages 12-17) do not engage in vigorous physical activity three or more days per week for 60 or more minutes per occasion; and approximately one fourth (25.3 percent) of Orange County adults (ages 18+) do not engage in moderate/vigorous physical activity at all (California Health Interview Survey, 2001). Additionally, in 2003-2004, only 30.4 percent of fifth graders, 36.5 percent of seventh graders and 34.5 percent of ninth graders met the minimum fitness standards in all six areas of the Physical Fitness Test in Orange County (California Department of Education, 2005). The CDC further recommends that both teens and adults eat five or more servings of fruits/vegetables daily. However, 58.8 percent of children (ages 2-11) (California Health Interview Survey, 2003), 59 percent of teens (ages 12-17), and 47.9 percent of adults ate fewer than five servings of fruits/vegetables daily in Orange County (California Health Interview Survey, 2001).

Phase I – Building the Capacity of HCA Programs (Years 1-4): The proposed intervention is based on the Social-Ecological Model (McElroy, Bineau, Steckler & Glanz, 1988) and the Spectrum of Prevention (Cohen & Swift, 1999). The Social-Ecological Model is a theoretical framework for understanding the multiple factors that influence behavior. The model posits that interventions that are designed to impact more than one sphere of influence are more effective (California Department of Health Services, 2001). The Spectrum of Prevention provided a foundation for developing this multifaceted program. The Spectrum identifies six levels of intervention that encourage practitioners to move beyond a primarily educational or individual skill-building approach to a more community-wide, systems change focus. These six domains include: 1) strengthening individual knowledge and skills, 2) promoting community education, 3) educating providers, 4) fostering coalitions and networks, 5) changing organizational practices, and 6) influencing policy and legislation.

Phase II – Community Interventions (Years 2-10): In Year 2, and in collaboration with the Nutrition and Physical Activity Collaborative, the program will conduct an assessment of community-based organizations, healthcare and other selected service providers, and community members to: 1) establish a baseline for raising community awareness about the issue, 2) establish a baseline for the capacity of healthcare providers and community organizations for promoting healthy eating and physical activity, and 3) determine the best alternatives for providing free or low cost treatment services for overweight children. The program will also assess and support existing efforts for improving the built environment for physical activity and for improving the availability of healthy foods County-wide.

Based on the results of this assessment, in Years 3-10, program staff and contracted providers will develop, implement and evaluate a number of evidence-based interventions that may include but would not be limited to: informational outreach activities; point of decision prompts; provider-based counseling; community-wide and targeted awareness campaigns; social support interventions in community settings; worksite programs for promoting healthy eating, physical activity and breastfeeding; advocacy training for community leaders and parents working on environmental changes; partnerships with local restaurants and stores to improve healthy food choices; the development and promotion of a clearinghouse of population-specific resource materials; and peer education (promotora) programs. In addition, a network of free or low cost treatment service providers for overweight children will be established in collaboration with community providers.

All Scope-of-Work interventions will include process evaluation (e.g. counts of activities performed), and most will also include impact evaluation measures (e.g. pre and post measures). In addition, increases in organizational capacity will be evaluated using the stages of change model as a measurement tool. Treatment

services for overweight children will be evaluated by the prospective follow-up of patient BMI measurements and self-reported healthy eating and physical activity improvements. Patients will be followed beyond program completion to assess sustained improvement over time as compared to standard counseling without a treatment referral. The program epidemiologist will be responsible for overall data management and reporting. In addition to managing the program data, the epidemiologist will monitor and provide reports to staff on Orange County indicators for children, teen and adult Body Mass Index, healthy eating, and physical activity reports from the Orange County Health Needs Assessment, California Health Interview Survey and relevant program-specific data (e.g. CHDP, Healthy Families, etc.).

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

- 1 Epidemiologist
- 2 Health Educator
- 1 HCA Program Supervisor I
- 1 Information Processing Technician
- 1 Program Evaluation Spec, HCA
- 1 Public Health Nutritionist I

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

Net County Cost

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

HCA staff currently participates in various community coalitions working to address overweight and obesity in the County. As mentioned earlier, if funded, the proposed HCA Healthy Eating and Physical Activity Program will complement the efforts of these groups. It is expected that these collaborative will strongly support the proposed HCA program as it includes services previously identified as service gaps in their strategic plans. The existing high level of collaboration will provide a strong foundation for ensuring the program's success.

9. Is this program/project mandated or discretionary?

Discretionary

10. Identify implementation period if funding were available.

During FY 2007-08

8 - Healthy Eating and Physical Activity Program											
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
1809 Minor Controlled Equipment	0	58,000	0	0	0	0	0	0	0	0	0
Agency One-Time Cost Total	0	58,000	0	0	0	0	0	0	0	0	0
Total Cost											
Salaries & Benefits	0	437,956	444,040	454,872	462,696	470,952	470,952	470,952	470,952	470,952	470,952
Services & Supplies	0	188,007	835,231	835,462	835,700	835,945	836,197	836,197	836,197	836,197	836,197
Agency Ongoing Cost Total	0	625,963	1,279,271	1,290,334	1,298,396	1,306,897	1,307,149	1,307,149	1,307,149	1,307,149	1,307,149
Agency Cost Total	0	625,963	1,279,271	1,290,334	1,298,396	1,306,897	1,307,149	1,307,149	1,307,149	1,307,149	1,307,149
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	625,963	1,279,271	1,290,334	1,298,396	1,306,897	1,307,149	1,307,149	1,307,149	1,307,149	1,307,149
IV. Staffing											
Epidemiologist	0	1	1	1	1	1	1	1	1	1	1
HCA Program Supervisor I	0	1	1	1	1	1	1	1	1	1	1
Health Educator	0	2	2	2	2	2	2	2	2	2	2
Information Processing Tech	0	1	1	1	1	1	1	1	1	1	1
Program Evaluation Spec,HCA	0	1	1	1	1	1	1	1	1	1	1
Public Health Nutritionist I	0	1	1	1	1	1	1	1	1	1	1
Agency Position Total	0	7	7	7	7	7	7	7	7	7	7

Recommend \$500,000 per year for five years for a total of \$2.5 million NCC, contingent upon a match of outside funds.

9. Forensic Science DNA Program

9 - Forensic Science DNA Program

1. **Program Area**
PUBLIC PROTECTION
2. **Identify agencies and departments involved.**
Sheriff Agency 060 – Forensic Science DNA (SC08)
3. **Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.**
New
4. **Provide a description of project/program – what it is and what it will achieve:**
DNA is rapidly becoming an effective law enforcement tool. With the advances in DNA technology, the robustness of DNA databases, and the passage of Prop 69 in 2004, DNA is being found in and used to solve more crimes than ever before. The Sheriff's Department Forensic Science Services Division has been a leader in the area of DNA technology.

Historically, DNA analysis has typically been used to help solve major violent crimes, such as homicides and sexual assaults. With advancements in DNA technology, DNA samples can be obtained not only from visible biological stains, but also from items or objects that have been merely touched or handled. In September 2005, Orange County was invited to be part of a National Institute of Justice research project on the feasibility of conducting DNA testing on property crimes. This pilot program provides funding for 18 months for additional staff (9 positions) who focus on high volume property crime (commercial and residential burglaries) that are typically committed by career criminals who commit repeat crimes. Studies in the UK have shown that for every conviction based on a DNA hit, eight future crimes are prevented. Clearly, catching these career criminals early in their criminal career will reduce crime in the future. To continue analyzing samples related to property crime, additional ongoing funding is needed for the 9 positions.

DNA casework requests are rapidly increasing. The casework submitted for January through October 2006 (over 1500 cases) is more than double the work for calendar year 2004 (722 cases). Given the increased application of

forensic DNA technology and expansion to non-violent crimes, the cases could grow to 4,000 if city police departments start collecting samples of DNA at property crimes and submitting them for analysis.

DNA successes are increasing rapidly as well. In 2004, there were 44 DNA database hits. In 2005, they nearly doubled to 85 DNA database hits. For the period January 2006 through September 2006, 202 DNA database hits have been obtained. For the first nine months of 2006 alone, there were more DNA hits than all the combined DNA hits obtained for every year since 1996. It should be noted that approximately 75% of all DNA hits obtained by the crime lab are from robbery and burglary cases.

Orange County's crime lab has state-of-the-art DNA equipment and personnel who are trained in the latest techniques to provide the highest quality of forensic DNA analysis. The current focus of the Sheriff's Department is to reduce the amount of time required to analyze DNA samples and at the same time to increase the number and type of cases analyzed. Once the investigating agency brings evidence to the County's DNA lab for testing, the time it takes to perform the testing is a function of staffing, facilities, and equipment. Currently, the time it takes the County's DNA lab to complete DNA testing averages approximately 60 days for major crimes and approximately 4 months for property crimes. Under rare and special circumstances, testing for an extremely serious crime has been expedited and completed in less than 5 days. However, there are many cases involving violent crime that cannot be expedited due to current staffing levels and the overall increase in DNA cases.

At this time, it is not cost effective to expand the crime lab to be able to complete testing for all cases within an average of 5 days. However, there is a clear public safety need to expedite testing for serious, violent crimes to try to apprehend the perpetrator as soon as possible to get him or her off the streets. The Sheriff's Department is proposing to expand the capabilities of the lab to accelerate the testing of DNA to complete all DNA casework within 30 days of submission to the laboratory. The samples tested within 30 days would include major crimes such as homicides, sexual assaults, violent assaults, and other major felonies, as well as expand the crime lab's capabilities to conduct property crimes, auto burglary, larceny and other lesser felonies to all County public safety agencies. The capability to expedite testing for serious violent offences would remain for special

circumstances such that results would be completed within 5 days of submission to the laboratory.

To achieve these processing times, permanent funding for the 9 positions that are currently funded by grant funds needs to be approved (\$1,013,000 per year), additional permanent staffing (42 positions \$4.5 million/year ongoing), training (\$300,000 one-time), equipment (\$1.3 million one-time), supplies (\$900,000 ongoing), vehicles (4 fully equipped crime scene response vans \$162,000 one-time) and expansion of the lab facilities (\$6.75 million to expand into an additional floor of the Gates Building upon IWMD's relocation) will be needed.

5. **Identify personnel – will the program/project require additional staffing? If so, estimate number of positions by classification.**
This program will require a total of 9 ongoing positions and 42 new positions.
6. **Identify one-time costs (e.g. equipment purchase)**
\$300,000 – Training
\$1,348,725 – Equipment
\$162,000 – Vehicles
\$6,750,000 – Renovation of 1 floor
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees).**
General Fund
8. **Identify community awareness (stakeholders).**
Orange County Public Safety Agencies
9. **Is this program/project mandated or discretionary?**
Discretionary
10. **Identify implementation period if funding were available.**
FY 2007-08

9 - Forensic Science DNA Program												
		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost												
	One-Time Costs											
	Training		300,000									
	Equipment		1,348,725									
	Vehicles		162,000									
	Renovation of 2 floors		6,750,000									
	Agency One-Time Cost Total	0	8,560,725	0	0	0	0	0	0	0	0	0
	Total Cost											
	Salaries & Employee Benefits		5,502,714	5,667,795	5,837,829	6,012,964	6,193,353	6,379,154	6,570,528	6,767,644	6,970,673	7,179,794
	Services and Supplies		750,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
	Other Charges											
	Fixed Assets		1,510,725									
	All Others		6,750,000									
	Agency Ongoing Cost Total	0	14,513,439	6,567,795	6,737,829	6,912,964	7,093,353	7,279,154	7,470,528	7,667,644	7,870,673	8,079,794
	Agency Cost Total	0	14,513,439	6,567,795	6,737,829	6,912,964	7,093,353	7,279,154	7,470,528	7,667,644	7,870,673	8,079,794
II. Non-General Fund Revenue												
	Taxes											
	Licenses, Permits, Franchises											
	Fines, Forfeitures, Penalties											
	Use of Money and Property											
	Intergovernmental Revenues											
	Charges For Services											
	Miscellaneous Revenue											
	Other Financing Sources											
	Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement		0	14,513,439	6,567,795	6,737,829	6,912,964	7,093,353	7,279,154	7,470,528	7,667,644	7,870,673	8,079,794
IV. Staffing												
	Forensic Scientist III		31	31	31	31	31	31	31	31	31	31
	Senior Forensic Specialist		4	4	4	4	4	4	4	4	4	4
	Senior Forensic Scientist		2	2	2	2	2	2	2	2	2	2
	Data Entry Technician		2	2	2	2	2	2	2	2	2	2
	Correctional Services Technician		2	2	2	2	2	2	2	2	2	2
	Systems Programmer/Analyst II		1	1	1	1	1	1	1	1	1	1
	Agency Position Total	0	42	42	42	42	42	42	42	42	42	42
Recommend funding department's original request of \$6.3 million NCC over the five year plan period (FY 07-08 - \$1.5M; \$1.2M each of the following four years).												

10. Adult Re-Entry Program

10 - Adult Re-Entry Program

1. **Program Area:**
PUBLIC PROTECTION
2. **Identify agencies and departments involved.**
Probation Department
3. **Is the Strategic Priority new or previously identified in earlier Strategic Financial Plan; if previously identified, what has changed and why.**
New.

4. **Provide a description of the project/program - what it is and what it will achieve.**

The Adult Re-entry facility is designed to house up to 150 participants and will utilize evidence-based best practice of transitioning non-violent probationers from custody into the community. Individuals who are accepted in to the program are provided with the opportunity to gain and maintain employment, develop job skills and improve on their life-skill competencies while living in a monitored environment. Probationers transitioning into the program after completion of at least 30 days for their commitment will be given 45 days to find employment or be returned to custody. Once employed, participants will be required to pay a fee for continuing in the program thereby recouping some of the cost of the program.

The Adult Re-entry facility will result in several positive outcomes:

A reduction in jail bed days used.

An increase in percentage of probationers employed. (This is a key outcome indicator in the Department's Business Plan and is a recognized factor in a probationer's successful reintegration into the community.)

An increase in percentage of probationers' interpersonal functioning and life skills abilities. (This is a key outcome indicator in the Department's Business Plan and is a recognized factor in a probationer's success/full re-integration into the community.)

In that the County's 15,000 adult felony probationers are a "feeder" population for the State prison system, improved success rates while on probation will reduce the number of probationers sentenced to State prison from Orange County.

5. Identify personnel - will the program/project require additional staffing? If so, estimate number of positions by classification.

- 1 Supervising Probation Officer
- 3 Deputy Probation Officers
- 1 Information Processing Tech
- 1 Research Analyst
- 1 Accounting Specialist

Additionally, the Department will contract with a private vendor to provide 24-hour monitoring of participants as well as employment assistance, job training and life skills development.

6. Identify one-time costs (e.g. equipment purchase).

Please refer to the attached spreadsheet for cost information.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees).

County General Funds. Potential for State funding as more State dollars are directed toward efforts at the local level to divert felons from prison. Cost estimates are approximate and can vary significantly depending upon the site acquired. The current assumption is that the facility will be located on County owned land and modular structures will be used. Operating costs will be offset by approximately \$273,750 in annual revenue projected by participants' reimbursements.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Orange County residents, Sheriff, Courts, California Department of Corrections and Rehabilitation.

9. Is this program/project mandated or discretionary?

Discretionary

10. Identify implementation period if funding were available.

Implementation process can begin immediately. However, the start of the actual program can vary depending on the ability to site the facility within Orange County.

10 - Adult Re-Entry Program

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
I. Cost											
One-Time Costs											
No One-Time Costs	0	0	0	0	0	0	0	0	0	0	0
Salaries & Benefits	0	653,243	664,428	685,469	698,046	711,095	711,095	711,095	711,095	711,095	711,095
Services & Supplies	0	3,003,504	3,118,104	3,228,983	3,343,165	3,459,385	3,574,812	3,699,808	3,829,178	3,963,077	4,101,662
Fixed Assets	0	3,000,000	0	0	0	0	0	0	0	0	0
Agency Ongoing Cost Total	0	6,656,747	3,782,532	3,914,452	4,041,211	4,170,480	4,285,907	4,410,903	4,540,273	4,674,172	4,812,757
Agency Cost Total	0	6,656,747	3,782,532	3,914,452	4,041,211	4,170,480	4,285,907	4,410,903	4,540,273	4,674,172	4,812,757
II. Non-General Fund Revenue											
Charges for Services	0	273,750	284,207	294,325	304,744	315,349	325,881	337,287	349,092	361,311	373,956
Agency Revenue Total	0	273,750	284,207	294,325	304,744	315,349	325,881	337,287	349,092	361,311	373,956
III. General Fund Requirement	0	6,382,997	3,498,325	3,620,127	3,736,467	3,855,131	3,960,026	4,073,616	4,191,181	4,312,861	4,438,801
IV. Staffing											
Accounting Specialist	0	1	1	1	1	1	0	0	0	0	0
Administrative Manager II	0	1	1	1	1	1	0	0	0	0	0
Deputy Probation Officer II	0	3	3	3	3	3	0	0	0	0	0
Information Processing Tech	0	1	1	1	1	1	0	0	0	0	0
Research Analyst III	0	1	1	1	1	1	0	0	0	0	0
Supvg Probation Officer	0	1	1	1	1	1	0	0	0	0	0
Agency Position Total	0	8	8	8	8	8	0	0	0	0	0

Recommend no NCC funding; recommend department seek grant funding.